

**EFFECTS OF PERFORMANCE APPRAISAL ON EMPLOYEE
MOTIVATION IN THE HORTICUTURAL SECTOR IN KENYA: A CASE
STUDY OF MAGANA FLOWERS KENYA LIMITED, KIKUYU**

BY

MUIA NDUKU DARLIN

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DECLARATION

Declaration by the Student

This research project is my original work and has not been presented for a degree in any other university.

Signature:..... Date.....

Darlin Nduku Muia

ODL-BML/8/00343/1/2016

Declaration by the Supervisor

This project has been submitted for examination with my approval as the University Supervisor.

Signature..... Date.....

Ms. Gladys Nafula

Management University of Africa

DEDICATION

This work is dedicated to my daughters Loveen Jane Kagure and Britney Mwende Mwongela for their tireless support and understanding during the time of my study. They accorded me all the physical and emotional support by sacrificing their time for me to concentrate on this research.

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ABSTRACT

This study explored the effects of performance appraisal on employee motivation in the horticultural sector: a case of Magana Flowers Kenya Limited. The study aimed to determine how performance appraisal tool affects employee motivation, how communication affects employee motivation, the effects of appraisers on employee motivation, to find out how reward affects employee motivation and the effects of performance appraisal process on employee motivation.

The researcher sought to answer the following questions i.e to determine how the performance appraisal tool affects employee motivation, to determine how communication between the appraisee and appraiser affects employee motivation, to determine how reward affects employee motivation and to determine how performance appraisal process affects employee motivation.

This study was significant to the management of MFKL as MFKL will understand how performance appraisal affects motivation, and to what extent and how the same can be improved in terms of aligning the performance appraisal process with the employee motivation strategy. The study is significant to all the Human Resource practitioners and other horticultural organizations as it will add knowledge to the field of staff appraisal and give an understanding of the relationship between performance appraisal and employee motivation. The research will use descriptive research design in collecting data from respondents. The study will cover a population of four hundred and fifty (450) employees in the organization and will use stratified random sampling technique, where 30% of the target group will form the sample size of one hundred and fifty-one (151) respondents. The instrument of data collection will be questionnaires. The data will be analyzed using qualitative and quantitative methods and the data presentation will be in form of graphs, pie charts and table diagrams respectively.

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LIST OF ABBREVIATIONS AND ACRONYMS

DV	:	Dependent Variable
IV	:	Independent Variable
MUA	:	Management University of Africa
PM	:	Performance Management
MFKL	:	Magana Flowers Kenya Limited
HRO	:	Human Resource Officer
HRA	:	Human Resource Assistant
EOHS	:	Environmental Occupational Health & Safety

OPERATIONAL DEFINITION OF TERMS

Finance	Is a branch of economics, a science that studies the Management of funds (money and other assets).
Management style	It is the way an organizational management conducts day to day operations of the organization.
Performance	It is the quality and quantity of work done by the employee over a specific period.
Appraisal	A process of assessing the performance of an employee in relation to assigned duties, roles and responsibilities
Supervisor	A Line Manager in charge of a group of workers and responsible for ensuring that they do their work properly
Performance Appraisal	It is a process that provides feedback, accountability and documentation for performance outcomes.
Motivation:	Motivation is a willingness to expend a certain amount of energy or effort to achieve a goal
Reward:	One- Time cash or non -cash award for significant performance.
Award:	An honor, decoration, prize to be given to the individual /team. This has no monetary reward

attached. There will be individual as well as group awards.

Recognition: This is acknowledgement and appreciation whereby an employee is honored after demonstrating excellence in their job.

Recognition: performance, attitude and contribution to team efficiency. This has no monetary reward attached.

Bonus: It refers to extra payment to employee over and above salary given as an incentive. The employees must be given adequate rate of bonus.

360 Degrees feedback: - Feedback from all stakeholders (Customer, immediate supervisor, peer and direct Reportees)

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter entails the introduction, background of the study, statement of the problem, objective of the study, research questions, and significance of the study.

1.1 Background of the Study

Performance appraisal is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. According to Weiss and Hartle (1997), performance management is a process for establishing a shared understanding of what, how and an approach to managing people that increases the probability of achieving success. Performance appraisal entails formal assessment and rating of individuals by their managers at or after a review meeting. It has been operated as a largely bureaucratic system and top down owned by the HR department rather than the line managers. Armstrong and Murlis (1998) described performance appraisal as too open and degenerated into a 'dishonest annual ritual'.

Performance appraisal system is also a critical component of the overall performance of an organization. Performance appraisal, known as employee appraisal. It entails a method by which the job performance of an employee is evaluated in terms of quality, quantity, cost and time. According to (Armstrong and Baron, 1998), career development is a part of performance appraisal which lets an employee know where he stands so that he is motivated to develop himself, focus on the organization and recognize individual achievements. Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted, retained, or fired. The organization gets feedback of the employees

from the appraisal. When the employees are appraised they answer to questions on what difficulties, as well as on what assists them in meeting their goals. The employees themselves may lack skills necessary to perform their work. From the performance appraisal, the human resource manager can come up with the training required by the employee. Performance appraisal provides a basis for building up a training needs analysis according to (Armstrong and Baron, 1998).

According to (Armstrong and Baron, 1998, performance appraisal enables top-down as well as down-up communication. This has the advantage of improving the work climate as well as increasing motivation of the employees. Performance appraisals also validate selection technique and these human resource policies help to meet equal employment opportunity requirements.

According to (Armstrong and Baron, 1998), provides a 360 – degree appraisal approach to assessing performance that uses a numerical or scalar rating system whereby managers are asked to score an individual against many objectives or attributes. Some companies assess employees through assessments from their manager, peers, subordinates and customers thus forming good communication patterns. Additionally, through the 360-degree appraisal information about performance is collected from multiple sources, like manager may be appraised by the staff they manage, superiors, colleagues and even suppliers and customers. Workers need to be motivated to achieve desired goals and this is based on the ideal that behavior is purposeful, or goal oriented as suggested by the goal setting theory. This theory further states that difficult goals boost performance by mobilizing efforts, rising determination, directing interest, action, and motivation the search for performance strategies. Additionally, (Armstrong 2006) states that the ideal behind goal setting theory is that, though setting goals, an employee knows what needs to be done and how much effort

will need to be exerted.

According to (Armstrong 2006) Measurement is an important concept in performance management and is the basis for generating feedback, identifies where things are going on well, foundations for building further success. Additionally, it indicates where things are not going so well and the corrective action to be taken. Performance planning involves agreeing between the manager and the individual. The individual needs to achieve objectives, improve performance, raise standards, and develop required competencies. It establishes the key aspects of the job to which attention has to be given and priorities. The aim of performance management is to ensure that the meaning of the objectives, performance standards and competencies as they apply to everyday work is understood. An agreement is also reached at this stage on how performance will be measured and the evidence that will be used to establish levels of competence, it is important that these measures and evidence requirements should be intended and fully agreed in time because they will be used by the individual as well as the managers to monitor and demonstrate achievements.

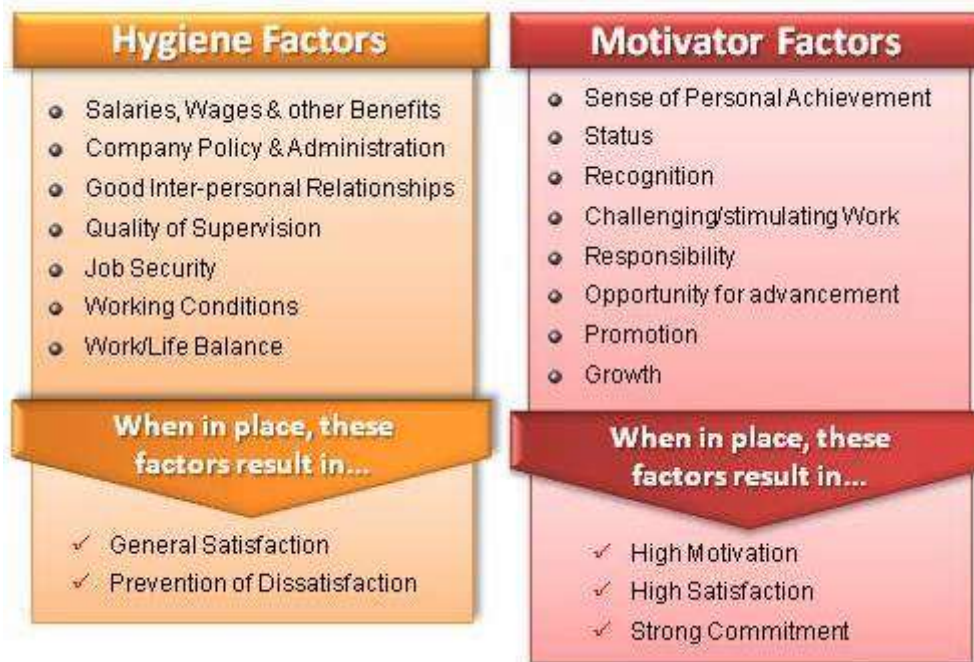
Motivation

According to (Amstrong,2006), it is crucial for workers to be motivated as it leads to achievement of individual goals and the success of the organization. This study is going to apply Goal theory of (Locke,1968) to understand the effects of performance appraisal on employee motivation in the horticultural sector in Kenya. According to goal theory, an organization exists in order to achieve goals as it determines organizational effectiveness. In addition, motivation and performance improves if people are committed to their goals (Giffin, 1989). The Goal theory of motivation can be applied to any situation according to (Anderson, 2002). People need to know how their leaders are going to appraise them, in a fair and equitable manner, in addition expect their work to be recognized by proper rewards

such as salary increase, promotion, recognition, in doing so will comply with appraisal requirements (Decenzo & Robbins, 2003).

Herzberg's Motivation Theory is also relevant for this study. Herzberg suggested that there are two different types of needs: (1) hygiene factors (if inadequate these determine levels of worker dissatisfaction): These factors include supervision, interpersonal relations, job security, salary and work conditions. (2) Motivator factors (these determine the level of worker motivation and satisfaction): These factors include; the work itself, achievement, responsibility, recognition, advancement and growth. It is proposed by Herzberg's model that if salaries are not paid in a timely manner, health workers are likely to become more concerned with getting paid and less willing to exert effort at their job as they seek alternative means of gaining income and support for their families. Motivator factors have been examined at length, but researchers have neglected hygiene factors. Herzberg also suggests that neutral feelings are produced even when hygiene factors are met, and motivator factors are absent. Dieleman et al. (2003) argue that Herzberg's theory has relevance for human resource management in the health sector because it needs to clarify If the problem is, hygiene factors such as improved salary levels and working conditions or staff retention. If the problem is staff performance, attention should be given to motivator factors. For the primary purpose of addressing staff retention, it is relevant for this study to identify the hygiene factors within Herzberg's framework as motivator factors. In this regard, organizations need motivated employees to get things done whether a problem is due mainly to hygiene or motivator factors.

Figure 1.0 Herzberg Theory of Motivation



1.1.0. Horticultural Industry

According to www.maganaflowers.com horticulture has been defined as an agricultural sector that deals with the art, science, technology, and business of vegetable, flowers, fruits, herbs plant growing. It includes the cultivation of medicinal plants, fruits, vegetables, nuts, seeds, herbs, sprouts, mushrooms, algae, flowers, seaweeds and non-food crops such as grass and ornamental trees and plants. Additionally, horticulture also includes plant conservation, landscape restoration and garden design, construction and maintenance, and arboriculture. Horticulturists apply knowledge, skills, and technologies to grow intensively produced plants for human food and non-food uses and for personal or social needs. Horticultural work entails plant propagation and cultivation and aims at improving plant growth, quality, yields, nutritional value, and resistance to diseases, insects, and environmental stresses. Horticultural workers include; gardeners, growers, therapists, designers, and technical advisors in the food and non-food sectors.

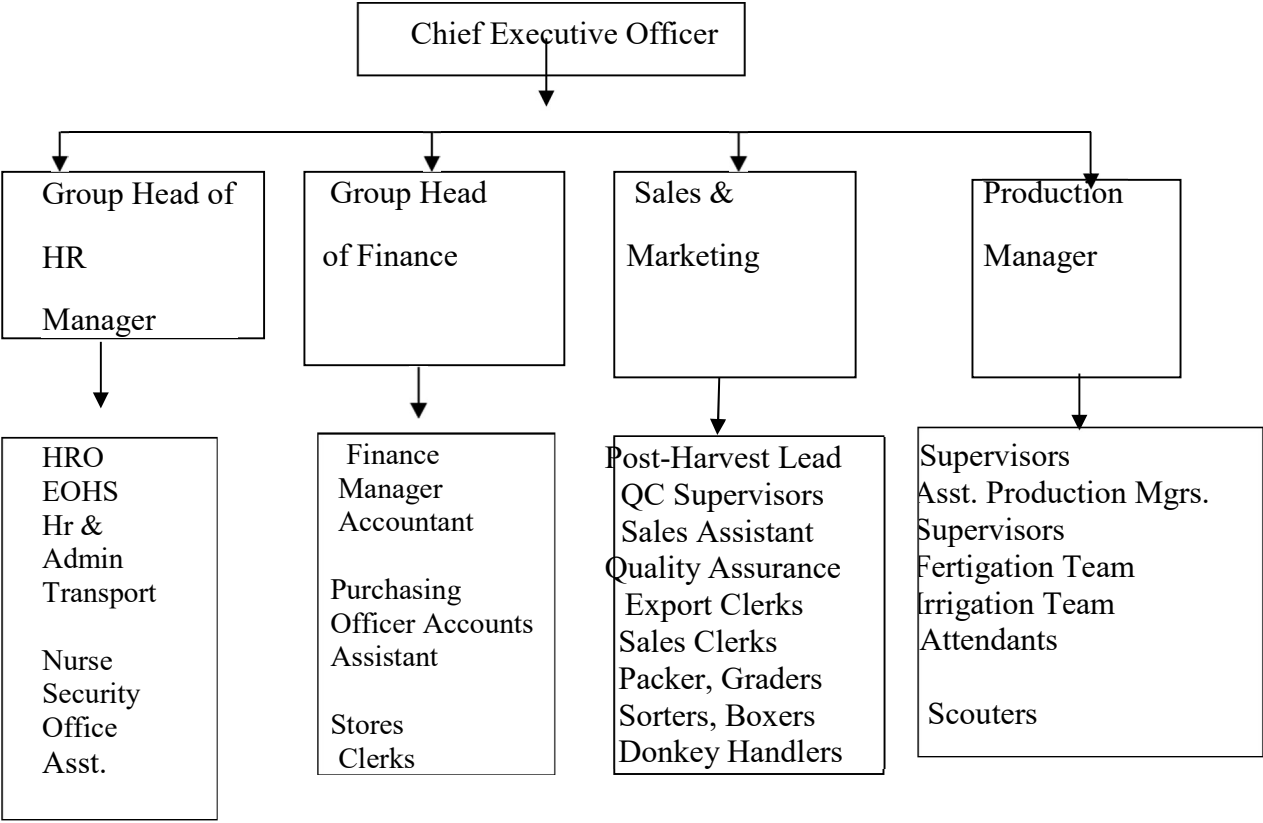
1.1.1 Profile of Magana Flowers Kenya Limited

Magana Flowers Kenya Limited is situated at the heart of Kikuyu, and just 40minutes from the main international airport, they are proud of their evolution from a mid-scale operation to a fully hydroponic eighteen (19.5) hectares rose farm. At 2,000m above sea level, the climate at Magana Flowers is pleasant and suitable for growing the best quality roses with a large head-size, richer colour and longer vase-life. MFKL has over twenty (20) years' experience in growing and exporting three (3) types of roses, (T/Hybrid, Sprays, Intermediates) flowers to various parts of the world. T/hybrids.

The current markets are in Russia, Japan, Sweden, UK, Germany, Netherlands, Australia, the Middle East and Africa

At MFKL they believe that variety is the spice of life. Their award-winning varieties showcase a rich, emotive spectrum of stunning colors with exceptional bud sizes and outstanding vase life. The beautiful bulbous buds tower on long graceful stems and exceed the industry standard of size, ensuring the roses continue to enrich their clientele's life with unforgettable joy!

Figure 1.1 Organization Structure of Magana Flowers Kenya Limited



Source: Magana Flowers Kenya Limited (2018)

1.2 Statement of the Problem

According to (Dash, et al 2008) report, factors of recognition for performing well, professional growth, chances of promotion, compensation and incentive schemes, are perceived as motivating factors by employees. (Dash et al.2008) additionally, pointed out that the development of an appraisal system is critical for the management effort to attract, retain and motivate workers in the horticulture sector. However, Performance appraisal is not as effective as expected in the horticultural sector since very important procedures which affect the final results are always ignored. The key procedures ignored include inconsistency of raters that affect the validity of the performance appraisal data. (Dash et al., 2008).

(Pulakos, 2004), argues that when performance management system is designed to motivate employees the appraisal information is used to guide the reward process that will lead to motivated employees who are able to achieve organizational goals. To add on that, research has shown that the main aim of the rating affects the ratings that are seen. Ratings that are used for decision making tend to be fair and lenient, with more employees receiving ratings on the top of the scale (Greguras, Robie, Schleicher and Goff, 2003). However, the influence of the appraisal process, with the appraiser and the challenges encountered with the whole appraisal system may theoretically mostly affect employee motivation that may be hard to achieve in practice in which the current study aims to address. Therefore, the study aims to establish the effect of performance appraisal on employee motivation in the horticulture sector of Kenya. .

1.3 Objectives of the Study

1.3.0 General Objective

The general objective of the study was to establish the effects of performance appraisal on employee motivation in the horticultural sector in Kenya.

1.3.1 Specific Objectives

The specific objectives were:

- i) To establish the effects of appraiser on employee motivation.
- ii) To determine how performance appraisal tool affects employee motivation.
- iii) To find out why how communication between the appraisee and appraiser affects employee motivation.
- iv) To assess how reward affects employee motivation.
- v) To determine how performance appraisal process affects employee motivation.

1.4 Research Questions

The questions used to guide the study were:

- (i). How does the appraiser affect the employee motivation at MFKL?
- (ii). How does the performance appraisal tool affect employee motivation at MFKL?
- (iii). To what extent does communication between the appraisee and the appraiser affect employee motivation at MFKL?
- (iv). In what way does reward affect employee motivation at MFKL?
- (v) What is the effect of performance appraisal process on employee motivation at MFKL?

1.5 Significance of the Study

1.5.0 Management of Magana Flowers Kenya Limited

Management of MFKL will benefit from this research study as they will be able to identify the challenges in conducting employee performance appraisals at personal levels and within the organization.

The employees at all level i.e. top, middle and support staff will benefit directly and indirectly in identifying the benefits and role of employee performance appraisal before and after work performance and throughout the entire organization.

The company will also be able to find out the strengths and weaknesses of each employee thereby giving them a platform to be placed in areas or departments in which they are good at and with the suggested solutions and recommendations; they will be able to take appropriate corrective measures to address other matters regarding employee performance appraisal.

The company will also benefit by understanding how performance appraisals affect employee motivation and align their performance management process to the employee motivation strategy.

1.5.1 The Government

This study aims at creating awareness among organizations both profit making and non-profit-making institutions on the benefits of appraising their employees and how to implement employee performance appraisals bearing in mind anticipated challenges and how best to approach the same.

1.5.2 Other Researchers

The information that will be gathered will help other researches to advance their understanding on the findings that have been made and improve on them. It will also help them as a basis on what they will be doing and making decisions to further their study in

respect to determine the other factors affecting implementation of employee performance appraisal in horticultural sector in Kenya.

1.6 Scope of the study

This study took place between the months of January 2018 to August 2018 at Magana Flowers Kenya Limited which is located on Magana Farm, Regen Road, Opposite Regen Administration Police Post, Magana, Kikuyu.

The target population was thirty (30%) made up of top management, middle level management and support staff out the total Four Hundred and Fifty (450) employees. The research study was restricted or confined to the factors affecting implementation of employee performance appraisal in the horticultural sector in Kenya.

1.7 Chapter Summary

According to Lawler, E. E., III. (2003), performance appraisals are important tools to give employees continuous feedback and assist them in their development. However, feedback is the main reason why companies perform appraisals. In majority of the companies, appraisals are used to fairly and equitably distribute rewards such as annual pay, bonuses, salary increases and promotions. Performance appraisal may also be used to develop evidence for termination of employees. Moreover, performance appraisals is perceived and seen as more effective when companies align them to reward decisions and to terminate consistent under performers.

The performance appraisal process can be a motivation for an employee to improve his productivity. It is important for the employee to have clear goals and thus when an employee understands his goals clearly, performance challenges are able to be identified in time and interventions put in place to enable employee to advance in career growth and development. In the most effective performance feedback meetings, communication is presented in a

constructive manner. Instead of criticizing the employee, the appraiser should objectively focus on addressing the performance problems and assist the employee in resolving these problems by focusing the conversation on behavior and not personalities this encourages acceptance of the performance appraisal process and positive contribution by the appraisee. The performance appraisal process can only be perceived effective when there is increase of employee participation. The employees should be encouraged to present their side of the story. The appraisers should encourage participative communication by listening to the appraisee and understanding the appraisal process well enough as the leader of the process. Cawley, B. D., Keeping, L. M., & Levy, P. E. (1998).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter explores the literature review of the research study. It represented the review of past studies conducted about this study, focus given on theoretical literature, critical literature, summary and conceptual framework.

2.1 Theoretical Literature Review

2.2.1 Appraiser

According to Amstrong (2007) managers and supervisors play the key role as appraisers during the performance appraisal process. It is very important as the appraiser for a manager and a supervisor to be conversant with the Performance Appraisal Process, the conduct and Management of the whole process. Drucker (2002) indicates that there is “no effective personality”. He observes that manager’s interest, abilities and ways of accomplishing tasks at work place is one thing in common as achieving desired results by getting the right things done. He further suggests that managers can improve their ability to define their objectives and achieve results by first keeping a time log of their activities for a few weeks then deciding of how they could change behavior patterns by allocating their time to achieve goals more effectively. Some of the common combination management styles are coach – managers, the friend-manager and the parent- manager. A Coach-manger will work with his employees much like you would expect a coach to work with an athlete. A good coach knows that performance isn’t about numbers, such as how fast the athlete ran.

According to Coleman (2004), a dictatorial manager makes all the decisions and likes keeping information and decision making among top level management. Objectives and tasks are set, and the work force is required to do exactly what he or she has instructed. This type of communication is top to bottom or from the boss to the subordinate. Critics such as

Elton Mayo have state that this method leads to decrease in motivation, that is from the employee's point of view. The main positive aspect of this style is that there is clear direction of where the business is heading and consistent decision making. This will project a perception of a business that is well managed. On the other hand, the subordinates may not be able to make their independent as they will become reliant on the leaders which results in continuous supervision.

Patriarchal – A more masculine form of management is also essentially dictatorial. However, the decisions made are for the best interest of the employee and not the business. The Manager explains most of the decisions to the employees and makes sure that that their leisure and social needs are always met. This can help with the balance out of the lack of workers motivation caused by a dictatorial management style. In this type of management style feedback is provided from top to bottom but allows the employees to also communicate feedback to the management that is from bottom to upwards, keeping the employees happy. (George, 2010) This style is highly advantageous and create loyalty from the employees which can lead to employee retention levels going up. Democratic managers on the other hand are much more egalitarian (participatory). They believe that seeking consensus with staff is the best way to draw on the broadest range of resources and thereby best results. Democratic managers also believe that providing staff with responsibility and showing confidence in them helps them to develop as employees and as individuals. (Robbins, 2005).

According to Robbins (2005) an autonomous manager will at the very least give you audience and consider your feedback with regards to assignment given. This type of manager might even bring others into discussion. Of course, this just means that your input won't be ignored not that a vote will be taken on your suggestion or that your suggestion is guaranteed to be implemented. In a self-governing style the manager always allows the employees to

actively participate in decision making allowing for consensus. The communication style is both top to bottom and bottom to top. This style is best when there are tough decisions to be made and require diverse personalities with requisite skills.

According to Robbins (2005) a democratic manager will cultivate both social and work relationship with employees she will look for common interests (e.g. music, sports and politics) and use those to build support with staff. Of course, a friend-manger still needs to manage to ensure that work is done but having support makes these tasks easier. In the best circumstances, we do things for our friend–manager for the same reasons that we do for our friends; because we like to and want to. A parent manager will treat staff like if they were his children. He assumes that it's his responsibility to develop staff in a more hands-on, even intrusive way. Often this blurs the boundary between the professional and the personal, with a parent-manager not only being interested in your work, but in what you are eating, your goals in life who you are seeing etc. The tools that a parent-manager often uses to manage staff are like those used by own parents: guilt and tough love.

Get people to do their job but work but have a mix of the effective management styles: It is advisable to allocate each employee his or her specific task which he or she is expected to complete. If there is a challenge that makes it impossible then the employee should be made to understand how his or her task relates to the project. When the employees in your team are made to understand the big picture and how they fit, they will be encouraged and motivated to complete the task. As a Manager, it is important to take time to explain all the details of the tasks assigned to the employees and the relevance. This will enable them to value and appreciate the tasks thus create ownership which encourages them to deliver as expected. Discuss any unforeseen or upcoming challenges with the employees and offer solution to enable them to tackle the assigned tasks with ease. Be approachable to encourage

the employees to willingly consult with you in a timely manner whenever they face any obstacle at work (Alex, 2002).

According to Lawler (1994), reward not only jobs well done but also loyalty. This will keep the momentum and let employees know that you appreciate their efforts. It is important to apply situational leadership style depending on the situation. A situation may call for direct style of management i.e projects involve many employees that require a top-down management approach. This entails a manager to answers three questions for the employees; The Manager should let them to know what they have or need to do, how they are going to do it and lastly when they should finish it. This style seems cold and very impersonal, but the manager has an opportunity to be a motivating and approachable manager

As a Manager your communication must be detail- oriented, clear-cut and free of slogans and nonsense. You also need to set very clear short team goals and able to make decisions very quickly. Finally make sure you reward and recognize well done job.

If you want to accelerate a project and improve a process for finalizing that project, managing by collaboration is the way to go. When you motivate employees to pool their skills, the result may surpass your expectation. Often, teams can tackle difficulties faster than what you can complete on your own. The give-and-take creates a procedure that you can copy in other projects. Successful teamwork depends on well-coordinated energies among the staff, as well as dense communication skills. Reports must be clear and concise. Understanding logistics is critical too, however is your will to appreciate the team for its achievement and independent, rather than your leadership skills. During appraisals it is important to always remember to recognize those who were able to collaborate and maintain team spirit particularly under pressure. management style is regarded as an elastic process not as a system, by indicting ‘system’ this implies a rigid homogenous and possibly administrative approach that is many inconsistent with the perception of management as an evolutionary

process that is applied by managers that work with their employees in harmony with the situation in which they are employed (Armstrong, 2001).

According to Caruth (2008) a performance evaluation meeting is the very most important factor of a performance appraisal. After the appraiser uses the company's appraisal form to evaluate the performance of the appraisee, both appraiser and appraisee meet to discuss both positive and negative outcomes of the performance. The meeting provides for a forum for the appraisee to give performance feedback to the appraiser. The goal of providing performance feedback is to help the appraiser work on performance challenges and to motivate the employee to adopt change on behavior. Conducting performance meeting is always very stressful for both appraiser and appraisee which it is good to train the managers on how to provide performance feedback. This will enable the appraisers or managers be able to handle the stress and create a good experience which is more positive for both parties.

According to Lawler (1994), in most effective performance appraisal meetings the feedback is presented in a productive manner. Instead of disparaging the person, the attention should be on deliberating on the performance difficulties and helping the employee in trying to resolve these problems. By moving the attention of the discussion from the person to the behaviors the employee defensiveness may be minimized. When the appraiser is constructive the appraisee develops and adopts a more positive view of the appraisal process. It is also important to increase employee participation as this increases the effectiveness of the performance appraisal meetings.

2.2.2 Performance Appraisal Tool

According to Amrstrong (2006) the very most common and generic performance evaluating tool is the rating scale. This rating scale rates employee performance in several areas on a downhill scale from poor to excellent, for example. In addition, and according to the Archer

North & Asso communication skills, creativity, reliability and technical competence. These scales are very user friendly and easy to interpret. Because they are a bit standard they may not be suitable for all employees' cadres or job duties.

According to Amrstrong (2006) 360-Degree Feedback Surveys; A contemporary approach to performance evaluation entails the 360-degree feedback process. This method implores unidentified feedback from several individuals who work often with the employee who is being evaluated. The several individuals typically contain immediate supervisors, direct reportees and clients. Soft and or hard copy are distributed to all the parties that will be involved which mainly covers the areas of team work, integrity, communication, technical competence and leadership skills.

According to Amrstrong (2006) Many organizations have begun to do away with the traditional hard copies-based performance appraisal tools and are adopting automated performance evaluation process that entails computerized software applications. According to the article "Appraisal Software Versus Pen and Paper," which was published on the Mansueto Ventures website, some of the benefits of using a computerized software appraisal tool are ease of managers to consistently enter new data on employee's performance throughout the year by the user-friendly nature.

According to Amrstrong (2006) Self performance evaluation enables the employees to rate their own performances by force and in their own words. This is an important performance appraisal tool because it determines how the employee's observation of his or her performance equates to the perception of others. According to the Success Factors website, self-performance assessments should entail the employee to repeat job objectives, highpoint significant accomplishments, clearly state why the accomplishments or success matter, highlight when actions were a significant factor in accomplishment and acknowledge

challenges. the rating scale generally evaluates employee behaviors like teamwork, involves According to Amrstrong (2006) the ranking method entails the appraiser to rate his appraisees on overall performance. This to simply putting an employee in a rank order. According to this method the ranking of the appraisee or the employee as an individual or in a specific work group is compared and done against that of another employee. The comparative position of each appraisee is tested in terms of his or arithmetical rank. This may be done by ranking an employee on his job performance compared to and or against another employee of the same group. Some of the disadvantage of this method is that the ranking method only states the position of the employee against the others in the same team or group. It does not test or indicate how worse or better the specific employee compares against any other employee or employees in that team or group.

According to Amrstrong (2006) forced distribution method is a ranking technique where by the raters are required to assign a certain percentage of rates to specific categories (eg: high, Medium or low, or percentiles (eg: High 10 percent, lowest percent etc). the number of categories and the number of percentages of the employee to be selected to each category are a purpose of performance appraisal strategy and format. One of the disadvantages of using Forced Distribution is in salary administration as it may lead to demotivation which

According to Amrstrong (2007) organizational and the job competencies are usually the first two sections of the employee performance appraisal form which focus on the “how” of the job which is normally the way the individual goes about achieving his or her results. This is where you assess and identify the abilities and skills. Prior to commencing, the senior level management should identify and select a small number of competencies for example six regardless of the individual’s job or cadre in the company. Since they are applicable to all these organization-wide cultural competencies might also include characteristics such as,

learning and continuous improvement, communication skills, team work, interpersonal skills, customer focus and communication skills.

According to Francis & Brian (2004) once the performance appraisal discussion is complete it is prudent to allow the appraisee to review the appraisees remarks. This can be made possible by the appraiser scheduling a meeting at the most convenient time and place with less likelihood of interruptions to discuss at length the performance review feedback with the appraisee. The appraisee should take appraiser through the appraisal process address any inconsistencies between the appraiser's performance feedback and the appraisees self-performance evaluation assessment. The appraiser should allow the appraisee to ask any questions, challenge the process while the appraiser should be composed and able to clarify objectively all the queries raised. Lastly at the tail end of the performance evaluation meeting the appraiser should clarify objectives and agree on future performance expectations. The appraiser should be able to offer support in helping the employee gain new skills and knowledge which will further develop his or her career.

2.2.3 Communication

According to (Mainiero & Tromley, 2003) Communication is the conveyance and understanding of sense or meaning (Robbins,2003) no matter how great communication is only useful when it is spread and clearly understood by others. Communication nurtures motivation by expounding to employees what is done and how well the employees are doing and what else can be done to progress performance (Robbins, 2003). Further, a management scholar Keith Davis has stated that communication is the transfer of material and clearly understanding from one person to another (Kreitner, 1995). In the study communication is an important aspect in ensuring smooth appraisal process between appraiser and appraisee.

According to Francis & Brian (2004) performance appraisals enable immediate supervisors to know how the team members are progressing and to be able to evaluate their performances. The appraiser or immediate supervisor is also able to give accurate feedbacks so that the appraisee can know which areas he or she needs to improve on. The term “Performance Appraisal” generally causes nervousness among employee this should not be the case. If an employee has worked out throughout the year he or she do not have to worry about the performance appraisal. It is important to communicate performance appraisal in a certain way amongst the employees. There are establishments where management tends to create unnecessary excitement about performance appraisal. In such a situation employee think only about their evaluations and find it tremendously difficult to focus on their routine affairs. The appraisal process should certainly not distract an employee from daily activities.

According to Francis & Brian (2004) when counselling employee, this should be done in confidence. Queries raised by employees should be communicated and addressed in confidence on a one on one basis. Performance appraisal is a very subtle subject and should be handled graciously. The appraiser should call the appraisees one by one in the meeting room that is private and has the right ambience and find out if there is any support that they need or require from him for them to be able to open as calling them in a group will yield no fruit. It is very immoral or wrong to discuss one’s performance or income in public.

Once the appraisals are completely done, it is important to communicate the same to the employees as this can be a very big challenge. The salary increment letters or performance appraisal letters should be issued to the employees either by the functional head or human resource team in person. It is wrong and insulting to ask the office messenger to distribute the letters as it is the right of the employees to receive such letters in an ethical way as stated above. (Ubeda (2007)).

According to Ubeda (2007) employee abrasion is one of the major difficulties faced by companies after performance appraisal. Most employees who work only for salary or money will quit after a salary increment to negotiate further with any other company. Employees who do not get acceptable appraisal can get demoralized and look for a change. Any employee who does not approve to his or her appraisal or he or she feel that they have not gotten what they deserved, this needs to be tackled and addressed at the earliest time possible. It is important to have a one on one meeting with the concerned employee and try to convince him or her why they got the rating that they did. Employees always cannot be wrong. If you feel an employee earned slightly more than what he/she has got it is important to kindly review your decision. Remember it is always much better to give a decent salary increase to talented employees than end up losing them. Because if they leave, you will have to spend time and energy looking for a replacement.

According to Ubeda (2007) employees requires to be motivated after their performance appraisals. Acknowledge each and every one notwithstanding of their salary increase or promotion. Appreciate everyone for being dependable and most highly loyal towards the organization. It is important to make sure that no one feels left out. It is recommended to sit with them and give them new genuine targets and direct and show them as to how can they work together. Come out with more innovative and creative ideas that would show better performances in the years to come. Performance appraisal should not strictly be the only method to appraise or recognize employee's performance. Do not be discourteous to employees who did not achieve well. It is good and very much in order to handhold them and give them a second chance.

2.2.4 Reward

According to Benson (2004) employees can be motivated and inspired by rewards and inducements which will greatly enable them to satisfy their own needs and will also provide them with goals to attain. Needs of individuals and goals associated with the same really vary widely and thus it is very hard to forecast exactly how a reward will affect an individual behavior. Managing reward is mostly about dealing with expectations that is what the employees expect from their employers in return for their involvement and what the employers expect from the employees in return for their salary and the chance to work and grow their skills. The expectations are mainly built into the employment relationship. The first point or start is where the employee undertakes to provide effort and all the necessary skills to the employer in return the employer will provide an employee with salary.

According to Benson (2004) Reward institutes an important component in Human Resources Management. Reward Management is basically about formulating or coming up, executing and keeping pay schemes which help to progress organizational performance. Reward management is the process of developing and implementing approaches, strategies and structures which help the company to achieve its objectives by attracting and retaining the people it needs and by growing their motivation and commitment. The reward management system must be formulated to support the accomplishment of the organization's plans; it should be based on a thinking of reward which matches the philosophy of the organization.

According to Benson (2004) Reward management takes into consideration the growth of suitable organizational values, supporting core values and growing the motivation and promise and loyalty of employees. There is only one good practice which is best for the company. It is important to note also that what is best practice for a company at one stage of its growth may no longer be the best practice as it progressively moves its life cycle.

Practice that were operative when they were introduced may degenerate as the company grows or it degenerates. Reward management not restricted to money as it also keen with inherent as well as extrinsic motivation, also with non-financial as well as financial rewards.

According to Benson (2004) The formulation and execution of reward management processes should commence with first understanding of the consequences of the emotional contract notion, motivation theory and the factors affecting salary levels. But it must also focus on the needs of the company and the employees who work in it. These needs are mostly to be met if reward structures are based on an expressed and unified approach to the development of a frame work of reward beliefs, plans and strategies that will support the accomplishment of the organization's business plans, as well as acting as devices for change.

According to Benson (2004) Reward system is designed to make performance more effective. Reward is based on achievement which is result of efforts and environmental factors. The main aim of performance appraisal is to reward the employees. If they have achieved better than the standards they are rewarded, or positive strengthening is exercised. If the employees have underperformed below the standards they are negatively reinforced. Penalty reinforcement is exercised briefly to improve the employees and bring them on right path. Likewise, the aim of reward is to provide positive support and motivate them for accomplishing outstanding performance. Employees work to achieve several needs fulfilled. They want not only cash but also acknowledgement, return and self-satisfaction. The aim of reward is to motivate the employees. The motivation changes from time to time depending upon condition, interests and perceptions or tastes.

According to Benson (2004) Reward is to try to motivate work performance through discriminating distribution. Appreciated employees are retained if they are correctly rewarded. The company will continue to develop and grow through reward motivation.

Whether in the form of bonuses, piecework, stock options, company paid insurance or incentive pay, salaries or any other form of incentive money is very important. Many managers, accountants and economists see money as the main motivator. However, behavioral scientists try to slot it low on the gauge of motivators. Schumacher well-defined his opinion of motivation in which he stated that if all energies by the organization are dedicated to doing away with work by mechanization and automation, then work is an undervalued activity which employees will just do because no other way has been found of doing. Employees would then be working just for money. Most of the organizations use money not as a motivator as they believe money is only a means of ensuring they get adequate staff. Financial inducements function with different strengths for different employees in different situations. The motivational aspects can be approximately divided into two groups, that is the monetary factors ie salaries or wages. Salaries or wages is perceived as one of the most significant motivational factors. Realistic salaries must be paid on time. While setting salaries the company must consider a number of issues such as:

- The cost of living
- The company ability to pay
- The capability of the company to pay
- The employee's qualifications and characteristics.

Inducements: The organization may also provide additional enticements such as commuter allowance, educational allowance and medical allowance etc.

Special individual enticements: The company may also provide special discrete incentives. Such inducements are to be given to worthy employees for giving treasured suggestions and ideas that may lead to cost cutting, innovative products and processes.

Non-Monetary motivational factors include for example status or a job title. When a higher

job status or designation is provided the employee is motivated. Most of the employees prefer and are proud of higher job status and designations.

According to Benson (2004) appreciation and recognition: It is important to recognize and appreciate deserving employees as they are motivated in the way. Acknowledgement and appreciation should not only come from immediate supervisors but also from the top-level management. Delegation of authority: Delegation of authority will mostly motivate a junior employee or direct reportees to perform the assigned tasks with a lot of dedication and commitment. When authority is delegated to the subordinate he or she knows that his manager has placed faith and trust in him or her.

2.2.5 Performance Appraisal Process

According to Armstrong (2005) an employee performance review is a procedure often merging both written and oral fundamentals whereby organization appraises and offers feedback on employee work performance. The feedback includes how to improve or readdress actions as needed. It is important to document performance as it provides a proof or reference and basis for pay increases and promotions. Evaluations are also important to enable employees to progress their performance and as a path by which they can be recognized or rewarded for a job that has been done well. Further, they can serve as a basis leveraging other functions i.e providing an introduction point from which establishments can explain and outline responsibilities in harmony with business movements, spur re-examinations of theoretically ancient business practices and clear lines of management of employee communication.

According to Armstrong (2005) performance appraisal or evaluation is meant to be a developing experience for the employee and a sharing of knowledge and skills or teaching session for the manager. Some of the performance appraisal process goals are;), to evaluate

an employee's performance against these targets, to work towards improving the employee's performance by identification of specific areas for improvement, to improve the company's output, supporting the employee's efforts at development via advice and support, , to make informed employees decisions regarding elevation, job changes, and separation, to recognize what is required to do a job that is the goals and tasks of the job and coming up with a plan aimed at refining these areas, and ensuring the employee's participation and promise to improving his or her performance. All the above goals can be more easily achieved if the employer makes an effort to formulate and come up with the performance appraisal process as a discussion in which the ultimate resolve is the benefit of all parties. To form and sustain this framework, employers need to inform employees of their value and praise them for their accomplishments further create a track record of just and authentic feedback. It is also important to be dependable in their treatment of all employees.

According to Armstrong (2005) a small organization with limited employees or one that is just starting to evaluate its employees may select to use a pre-packaged evaluation system, comprising of either printed forms or software. Software packages can be tailored either by using a company's existing evaluation methods or by choosing elements from a list of characteristics that describe an effective employee's work behaviors such as capability to perform work as requested, appropriateness and effective communication, however, many establishments choose to come up with their own appraisal form and system for the to accurately replicate an employee's performance basing in mind the business's own exceptional goals and culture. In developing an evaluation system for a small organization, the management needs to consider the following:

- The Size of the staff
- The employees on that are on an alternative work schedule
- The goals of the company and the desired employee behaviors that will help to

achieve goals

- How to measure performance or work
- The pay increases and promotions
- The way to communicate the appraisal process and the individual performance
- The performance planning

According to Armstrong (2005) a small company with very few staff may select the use of a relaxed approach with employees. This requires meeting with each of the employees everyone year or six months to discuss the employees work performance and progress since the previous discussion. Feedback or comment can be provided orally without coming up with or using a standard appraisal form. As the organization increases its staff, a more official system using a written appraisal form is created or developed both internally and or externally. The results of the appraisal will be tied to salary increases or bonuses. Whether the assessment is provided orally or in writing, a small company management team needs to offer constant feedback on a regular basis so that the employees can be able to improve to their work performance.

According to Armstrong (2005) employees who work on alternate work schedules for example employees working from home, employees who work part-time, employees who share jobs or job sharing will mostly need to have their performance evaluated very differently as compared to the regular full-time employees in order for them to be fairly evaluated. The performance of employees in a small organization is a vital factor in any establishment's ability to meet its goals. In a one- person business the goal-setting and accomplishing is a matter of converting words into achievement but moving the organization towards its goals. In a larger organization means that the employer must know and understand each employee's role, what is success in that role, able to communicate that role

to him or her, and be able to reward or correct their performance. This entails that the appraisal process incorporates factors such as sense of teamwork, and collaborative ability but not just individual performance.

According to Armstrong (2005) once a list of responsibilities and characteristics is developed, the company owner or manager will need to come up with way on how to measure an employee's performance on the identified tasks. Performance measurement offers another unbiased component to the appraisal process. Preferably, measurement would be taken compared to previous performance this is of the individual employee or team i.e collectively and lastly the organization at large. If an organization is just coming up with its appraisal process or does not have a starting point performance to measure against, it must be able to develop accurate goals based on the business needs or on the comparable performance of competitors.

2.2 Empirical Literature Review

2.1.0 The Motivators- Hygiene Theory

One of the initial researchers in job restructure as it affected motivation was Herzberg (Herzberg, 1959). Herzberg and his associates began their initial work on factors affecting work motivation in the mid-1950. Their first effort entailed a thorough review of existing research to that date on the subject. Based on this review, Herzberg carried out his now famous survey of 200 accountants and engineers from which he derived the initial framework for his theory of motivation. Based on his survey, Herzberg discovered that employees ended to define sustaining experiences in terms of factors that were inherent to the content of the work itself. These factors were called 'motivators' and called such variables as achievement, recognition and work itself, responsibility, advancement and growth. Conversely, dissatisfying experience called 'hygiene' factors largely resulted from

extrinsic, non-job-related factors such as salaries, supervisory styles, company policies and co-worker relationship and (weaver, 2003). Herzberg argued, based on these results, which eradicating the causes of discontent (through hygiene factors) its outcome would not result in a state of gratification, instead it would result in a impartial state. Satisfaction and motivation would occur only because of the use of motivators. The implications of this model of employee motivation are care. Motivation can be amplified through basis changes in the nature of an employee's job, that is, through job upgrading (Weaver, 2003). Thus, jobs should be redesigned to permit enlarged challenge and accountability, opportunities for progression and personal development and recognition.

2.2.1 Goal theory

Goal theory as created by Latham and Locke (1979) brings out majorly four instruments that connect foals to performance results. They direct attention to priorities, they stimulate effort and they challenge people to bring their knowledge and competencies to bear to increase their likelihoods of success and the more inspiring the goal, the more people with draw on their full repertoire of skills. The Goal theory reinforces the emphasis in performance management on coming up and approving objectives against which the performance can be continuously measured and managed.

2.2.2 Control theory

According to Buchner (2007) control theory emphasizes attention on response as a means of shaping behavior. As people receive feedback on their behavior they value the inconsistency between what they are doing and what they are supposed to do and take remedial action to overcome the inconsistency. Feedback is recognized as a vital part of performance management process.

2.2.2 Social cognitive theory

Social cognitive theory was established by Bandura (1986). It is founded on his fundamental concept of self-efficacy. This suggests that what persons believe they can or cannot do strongly influences their performance. Developing and solidification of positive self-belief in employees is therefore a significant performance management objective.

Appraiser

According to Alex (2002), in Laissez faire leadership style the leaders or managers role is marginal, and employees manages their own areas of the business. The leader therefore avoids the duties of administration and awkward allocation access. The communication is horizontal which means that it is identical in both directions, but very little communication occurs in contrast with other styles. The style brings out the finest in highly professional and inspired groups of employees though in many cases it is not thoughtful and is simply because of bad management. This results to lack of employee focus and sense of track which in turn result to much discontent and poor company image.

Perhaps there could include “accountable hierarchies” as a sub group here. Being an effective manager is to know when to apply the right management style. Some styles for example are more people focused, while others incline to focus on a project or product. The management style you choose will depend on your interpersonal skills and knowledge available, resources like time and money the desired result and lastly the task before you. Your job is to select the management style that works best for any given situation managing without specific style geared to a specific set of circumstances can slow down and even tend to costly mistakes (Alex, 2002).

Performance Appraisal Tool

Performance appraisals tools are an element of life for the employees and supervisors in

most organizations. When the performance appraisals are taken seriously and done in the right way, employee appraisals can help employees improve and lead to better overall results for the company. Procedures vary among organizations and sporadically even among management staffs in a single organization, but they have a few procedures in common. It is important to determine which of these procedures are appropriate in your situation and then learn how to best incorporate them effectively.

Communication

Constantly communicating the performance evaluation process to all employees and not only to new employees is very important as communication should be on continuous basis. This helps to remind all employees that the process exists. Clarity of the performance appraisal process is well communicated with regards to process, procedures and what it is all about. In addition, business leaders and human resources staff should make sure managers and supervisors understand why performance appraisal is important--to employees, managers and the organization. According to Francis (1996), information technology has enabled an effective and efficient way of communication. A company's high-tech capability and the ways in which it embraces and uses technology are important strategic issues. More recent technological advances are dramatically changing the structure of the modern organization from the assembly line to the executive suites new manufacturing and information processing technologies are revolutionizing life in organization's activities. Technology can be grouped into two categories namely; information technology and communication. Whereas this is true the author failed to show us the effects of information technology on supplier client relationship in health sector in Kenya.

Reward

When formulating and execution of a performance appraisal system, an organization needs to align and connect the same with reward which entails pay increases or promotions. While performance feedback for growth and development purposes may be given by word of mouth it is important that a written summary of the employees work performance must always accompany a salary increase or promotion or vice versa demotion or termination. It is very important therefore, that the manager regularly document an employee's job performance.

Performance Appraisal Process

In current years, the emphasis of performance appraisals has changed from appraisal and the strict evaluation of performance to a more progressive approach. This revolves upon refining performance and growing the appraisee by means of a well-structured, fair and objective discussion. Performance appraisal usually rotates around a one on one discussion at which one employee's performance for a specified period is discussed and reviewed by the appraiser with an agreed and approved framework. The performance discussion should not include any discussion that comprises of personality or subjective criticisms. The appraisal process requires exhaustive preparation for both the appraiser and appraisee. The appraiser should be able to objectively address any doubts fears and anxieties that may be portrayed by the appraisee. The appraisees should be well prepared for the performance appraisal process, they should have a clear picture of what is expected of them to enable them to discuss objectively. The appraisee should be able to seek clarity of the whole process from start to end.

2.3 Summary and Research Gaps Appraisers

Appraisers should make use of the performance appraisal discussion as a platform to learn from the employee how he or she works and how he or she performs. The appraise is also

able to be well versed of the appraisee's potential and needs. The appraiser needs to also be able to motivate the appraisee and develop a dependable approach to leadership and inspiration, tackle difficulties more efficiently and improve the communication process.

Performance Appraisal Tool

In the very competitive business world to remain productive and innovative are equivalent to success. Establishments are progressively exploiting performance appraisals to make sure that all the employees are working at optimum capacity while staying engrossed on overall business objectives. Several performance evaluation tools are existing to help restructure the appraisal process, making it less taxing for both appraisers and appraisees.

Communication

The appraiser should be able to communicate well with the appraisee. Poor communication constrains the performance appraisal process. Communication should enable to enhance managing of the performance appraisal process through planning, leading, organizing and controlling of the performance appraisal process. The process of communication makes it very easy for managers to carry out their responsibilities and tasks (Stoner,1982). Communication nurtures motivation by clarifying to the employees what is to be done and how well they have performed and which areas they need to improve on.

Reward

When the employees feel that good performance has gone unrecognized and unrewarded, motivation plunges, and employee detach from the company's overall mission. Reward and recognition process and structure are consequently an important part of any systematic performance management system, coming up with a way or a method for celebrating those who have performed highly is very important. For majority of organizations this means giving out monetary rewards such as bonuses, but also to simple praise and recognition of a

job well done is also a very important aspect of motivation as it maintains morale for continued high performance.

Performance Appraisal Process

Organizations must be able to gauge whether an employee is meeting performance standards. Coming up with a process that allows managers to appraise performance over objective metrics is overbearing, so that a manager can describe any causal human resource issues versus working of operative issues. It is possible to tailor the process, although there are six primary steps in the performance appraisal process. Establish Performance Standards: Performance standards are not arbitrary. These standards are necessary with each job position, because the performance standards are used to fulfil the mission and vision of the company. Performance standards are established through job descriptions, employee handbooks and operational manuals. Standards are subject to modification, based on the changes in business needs.

Employee Communication: Establishing performance standards isn't enough. Business leadership must clearly communicate these standards to employees. Even though standards are written and distributed in company manuals.

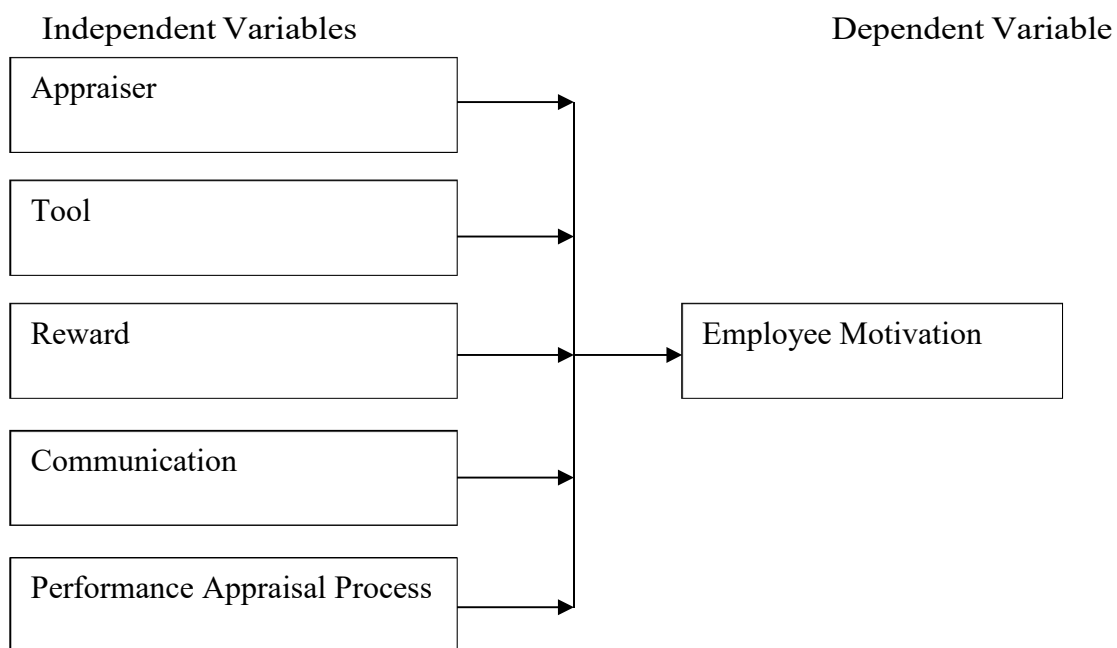
Measure Employee Performance: Clearly defined standards are easy to measure. Leaders track and regularly review how employees are performing. Attendance might be reviewed weekly when the schedules are made, whereas sales goals might get reviewed monthly.

Compare to all Employee Metrics: Employers usually set performance standards, based on experience and industry data. Every business and its employees are unique. However, comparing one employee against all others who perform the same tasks gives an employer an idea about whether the causal issue is the employee or if it's a larger issue of training or processes impediments. As with the example of the floral production line, one employee who is not keeping up differs considerably from the entire team not performing.

Employee Feedback: Performance appraisals must be reviewed with employees to be effective. Sit down with each employee to review the standard expectations and provide feedback about what has been done well and what areas need improvement. Make sure all feedback is written in objective terms and speak to employees in a professional, positive manner.

2.4 Conceptual Framework

Figure 2.1 Conceptual Framework



Source: Author (2018)

2.5 Operationalization of Variables

2.5.0 Appraiser

The organization should improve on their management style to improve the quality of service that they are offering to their clients. This improves innovativeness of the workers in the organization to share their view without fear. A democratic manager will at the very least consider what you have to say regarding your assignment. This type of manager might even bring others into discussion. Of course, this just means that your input won't be ignored not that a vote will be taken on your suggestion or that your suggestion is guaranteed to be

implemented. Traditionally, the appraiser has been the manager. Managers have more at stake or are more accountable when employee is not performing as expected as they have access to superior resources that may be used to manage and improve performance. However, depending solely on managers may lead to a prejudiced appraisal system. Many aspects of an employee's performance may remain concealed from managers, particularly in team-based situations or establishments where managers do not consistently work in the same physical location or setting as the employees. Therefore, organizations are coming up with additional raters into the system, such as customer, peers and subordinates.

2.5.1 Performance Appraisal Tool

Alongside the Key Performance Indicators performance appraisals are perhaps the most frequently used performance management tool. When used appropriately, performance appraisals are extremely authoritative and powerful for aligning the goals of the employees with the planned goals of the organization. To get the best out of this tool, it is important for the employees to feel that the performance appraisal process is a consistent, authentic, just and positive two-way conversation. If not, appraisals can be a very powerful de-motivator, leading to a deterioration in performance.

2.5.2 Communication

Communication is intrinsically a social process whether one communicates one on one with a specific individual or with a group of people via media. Communication is still a social activity involving two or more people. Communication can be characterized into spoken or non-verbal. Spoken includes oral, printed and electronic forms of communication, non-verbal communications includes body language, facial expression, eye movement gestures, tone or voice and the like. Exceptional communication skills are important for good performance management. They are important capabilities used in the whole performance

management process, from communicating and planning of work expectations to recognizing employees for their positive achievements. To communicate efficiently with employees, managers must be able to establish strong working relationships with all the employees, be able to encourage easy access to information and feedback, encourage employee participation in planning and growth activities, and recognize and praise top performers. Good communication is very important in the performance evaluation process for example, the horticultural sector has changed from the old evaluation appraisal system to an open system of appraisal.

2.5.3 Reward

Most companies reward their employees with both physical rewards as well as commendation. Not all physical rewards come in the form of cash. Some establishments host free lunches or give away company uniforms to the best employees. Some of the managers reward their best employees by only praising them for a job well done, or by also recognizing and appreciating the hard work they have put in to a specific project.

2.5.3 Performance Appraisal Process

When employees have been given goals and are working towards clear goals they incline to be more motivated and also if they get consistent and timely feedback about their development. Feedback may happen throughout the workday, but many establishments also have a recognized, companywide procedure of providing response to employees, called the performance appraisal. During a performance appraisal period the appraiser is able to observe, interact with and appraise the employees performance then during the actual performance appraisal feedback meeting the appraiser is able to put down his or her observations of the appraisee on the performance appraisal form.

Only few organizations conduct or fully use performance appraisals to the full potential, as much as performance appraisals are quite effective when it comes to motivating the employees and also resolving performance challenges. In most organizations the performance appraisal takes the system of a bureaucratic action that is equally loathed by employees and managers. The problems that a poor performance appraisal process can create may be very severe. Conversely when a robust performance appraisal process is established and well executed it can lead to advanced levels of trust in management.

2.6 Chapter Summary

According to Gitman, C. (2006), a participative management style is defined to as employee participation or participative decision making. This inspires the involvement of participants at all levels of an organization in the scrutiny of problems, coming up with strategies to resolve the problem and execution of the same. Employees are invited to share in the decision-making process. Job enrichment is also another form of participative management, whereby employees form self-managed teams, quality circles or quality work -life committees and soliciting survey feedback. It also encompasses management taking into consideration the ideas and proposals of employees with attention and respect, which results into direct employee ownership. Participative management is beneficial to all the levels of the organization.

According to Coleman (2008) by creating an environment of loyalty and ownership in the company, participative management encourages a sense of pride that is able to motivate employees to increase output to achieve their goals. Employees who contribute in the decisions made by organization always feel like they are part of the team with a common goal and always find their sense of self-confidence and imaginative self-actualization heightened.

The performance appraisal process in place should be well communicated to all employees, Goals and objectives should be communicated to all the employees, the appraisers should be able to communicate well with the appraisees too. Both parties should be familiar with the performance appraisal tool in use. Reward and recognition strategies should be in place and well communicated to all the employees.

CHAPTER THREE

RESEARCH DESIGN METHODOLOGY

3.0 Introduction

This chapter offers an orderly description of the research methodology that will be used to answer questions, described in chapter one of this research study. The methodology to be used in the research study will include: research design, target population, sampling design and data collection and analysis procedures.

3.1 Research Design

Descriptive research design approach was used in the study. This is a method used for collecting data through the size of some item or through gathering from other documents (David, 2005). The design is used to obtain data concerning the status of the phenomena to define what effect with respect to variables or condition has on variables. In descriptive research the problem is organized and well understood. The research involved formulation of objectives, designed methods of data collection, processing and analyzing of data.

3.2 Target Population

Schindulers (2003), defines the target populace as the whole set of individual's areas of substances with some common features to which the researcher needs to simplify the result of the study. According to Kothari (2004) he defines target population as a general set of the study of all members of the real or imaginary set of people, objects of events to which the researcher wishes to oversimplify the result. In this particular case the target population was one hundred and fifty-one (151) employees of MFKL which contained the top, middle and Support level of management.

Table 3.1 Target Population

Categories	Target Population	Percentage
Top Level Management	5	1
Middle- Level Management	45	10
Support Staff	400	89
Total	450	100

Source: Author (2018)

3.4 Sample and Sampling Technique

The researcher assumed stratified random sampling because it allowed simplification of a large populace with a small boundary of error. Sampling involved dividing the population into homogenous sub groups and then taking a simple random sample. (Kombo & Tromps, 1998) This method was able to represent the key sub clusters at the population. The target population was divided into top management, middle management and the operational staff. The researcher used 30% of the target population.

Table 3.2 sample size

Categories	Target Population	Sample Size 30%	Percentage
Top Level Management	5	2	0.4
Middle Level Management	45	14	3.1
Support Staff	450	135	30
Total	450	151	33.5

Source: Author (2018)

3.4 Instruments

The researcher used two types of data in the study; the key data and minor data. The primary data was gotten by the use of surveys of the respondent. The secondary data involved the analysis of various related documents and reports to obtain the information and other performance data that was necessary for the production of this research report. The documents included reports from Human Resource Department current and previous departmental reports and the organizational regulations regarding performance.

The researcher used both primary and secondary sources to collect data. The primary data was collected by use of the questionnaires and interviews. The researcher administered questionnaires that contained closed and open-ended questions to the sample respondents who the middle level Management and Support staff were. And also, the researcher conducted interviews with the top-level management as per the sample size. Each respondent received the same set of questions the same way. This method saves time and allows the researcher to reach many respondents in the case of questionnaires.

The researcher also used semi-structured questions which will contain a sequence of questions that were in the general form of a questionnaire facilitated the variation of the sequence of questions and providing the respondent with some freedom to ask more questions in retort to what significant replies are.

3.5 Pilot Study

According to (Mugenda, O. and Mugenda, O. (2003), Questionnaires will be easier to prepare and distribute and the respondent is left to fill in at his or her own spare time. Secondary data was collected from the relevant sources for example reports, newsletters and unpublished data on communication. The researcher chose the self-administered questionnaire's method for all correspondents as it was low-cost and permitted the

respondent to fill the questionnaires at their convenient time. This method saved time and allowed the researcher to reach many respondents in the case of questionnaires.

Pilot and post pilot studies were conducted so as to fully realize that the questions would be understood by the participants correctly and to organize the appropriate order of items. Finally, chosen scales, composed instrument, and collected information allowed access the set hypotheses and come over to the analysis chapter of this study.

3.5.1 Validity

Kothari (2004), defines validity as the accuracy and importance of interpretations which are based on the study results. It is the step through which outcomes obtained from the data analysis represent the spectacle under study.

The researcher got authority from the relevant departmental sections of the organization to circulate the questionnaires. To guarantee dependability and rationality, questionnaires were pre- tested on six respondents. These respondents were not encompassed in the final study. The questionnaires were then amended before the final distribution was done.

3.5.2 Reliability

Kothari (2004), defines reliability as a measure of the grade to which a research tool yields reliable results after repetitive trials. It involved administering questionnaires the Middle and Support staff and conducting interviews with the top Management level and used the same instrument many times to the same group of subjects.

3.6 Data Collection Procedure

Questionnaires & interview were used in the study. The questionnaires were hand- delivered and were collected after two days. The type of questions used were to include both open and closed ended. To make sure that the answers were relevant closed ended questions were

used. The researcher expressed the questions very clearly to make clear extents along which respondents were analyzed. Space was provided in open ended questions, for pertinent explanation by the respondents which gave the respondents freedom to express their feelings. This method was very effective to the study as it created confidentiality. The attendance of the researcher was not essential as the questionnaire were self-explanatory. Person to person interviews were conducted with the top management.

3.7 Data Analysis

According to Kothari (2004), data analysis is defined as the procedure that includes the process of packaging the gathered information and putting it in order and structuring its main components in a such a way that results can be simply and efficiently communicated. After the research and before analysis, all questionnaires were sufficiently checked for consistency and authentication. Coding, tabulating and coding was carried out. The data collected was analyzed using simple qualitative and quantitative methods and was presented using tables, figures and charts.

3.8 Ethical Consideration

3.8.1 Informed consent

The researcher wrote an official letter to the CEO and respondents stating the intention and scope of the research project and or study.

3.8.2 Voluntary participation

The researcher having informed the participants of the intended research project and scope requested the individuals to voluntarily participate rather than forced or coerced them to participate.

3.8.3 Confidentiality

Only the researcher identified the responses and protected and prevented any other person from connecting responses with specific respondents.

3.8.4 Privacy

The researcher conducted closed door interview with participants and identified locked drop off suggestion boxes where sample respondents dropped off filled questionnaires at their time of convenience and in private within two (2) days from the date the questionnaires were issued.

3.8.5 Anonymity

The researcher did not require the respondents name on the questionnaires. The questionnaires were numbered but no names were indicated. Numbering was to track how many questionnaires were issued and how many were returned.

3.9 Chapter Summary

The instruments used for data collection were two types which were the primary data and secondary data. The investigator used semi structured questionnaires and conducted face to face interview. The researcher conducted pilot and post pilot study, the researcher obtained authority from the CEO of MFKL clearly indicating scope and purpose of the study. The responded were selected on voluntarily basis. Confidentiality and privacy were highly accorded to the respondent.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

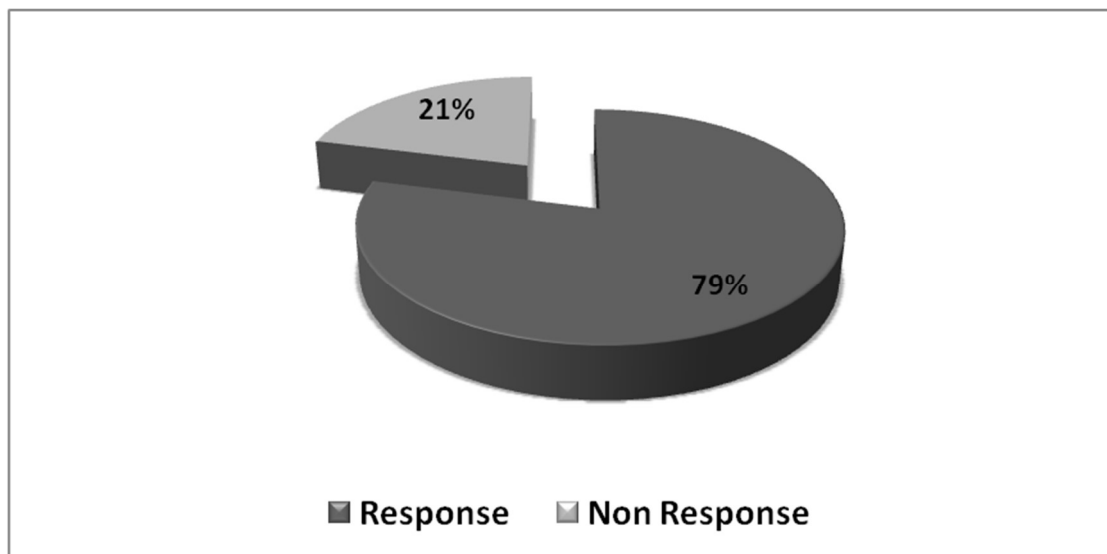
This chapter emphasizes on the presentation of findings obtained from Magana Flowers Kenya Limited and it is focusing on the effects of performance appraisal on employee motivation in the horticultural sector in Kenya.

4.2 Presentation of Findings

4.2.1 Response Rate Table 4.1Response Rate

Category	Frequency	Percentage
Response	64	79
Non-Response	17	21
Total	81	100

Source: Author (2018) Figure 4.1 Response Rate



Source: Author (2018)

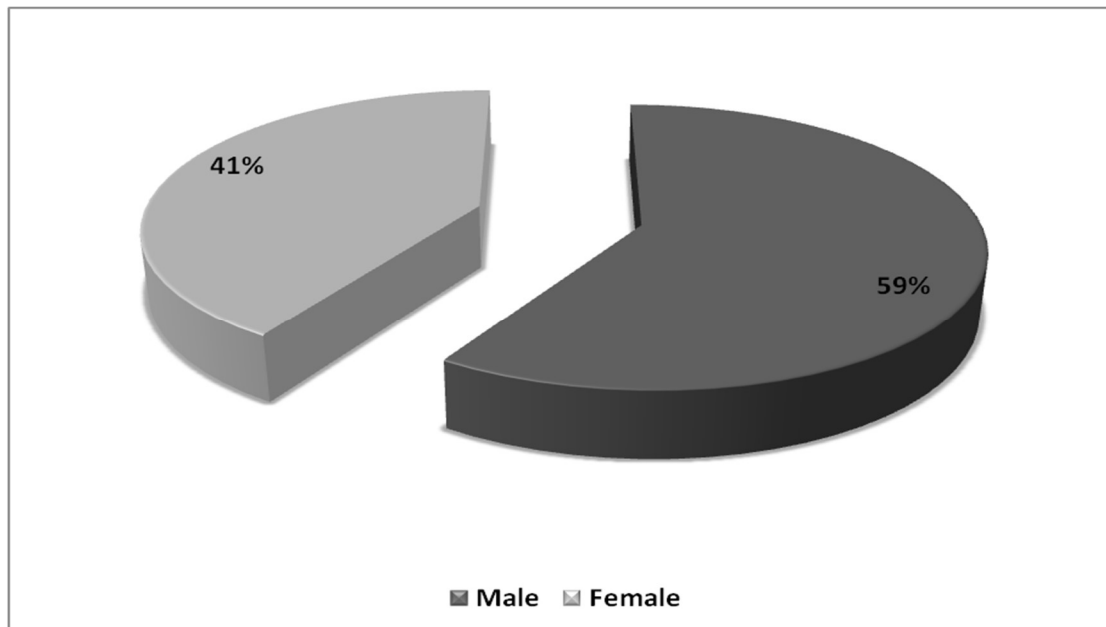
Table 4.1 and figure 4.1 shows the response rate from the questionnaires that were sent to the respondents and those that were returned. From the table it shows 79 % of the questionnaires sent were filled and returned while 21% were not returned and this was due to the unavailability of some staff that could not be reached due to their shift. The response rate was therefore high.

4.2.2 Gender

Table 4.2 Gender of the Respondents

Response	Frequency	Percentage
Female	38	59
Male	26	41
Total	64	100

Source: Author (2018) Figure 4.2 Gender Response



Source: Author (2018)

From table 4.2 and figure 4.2 above, the female respondents were represented by 59% while their male counterparts were 41%. This implies that the number of female respondents at Magana Flowers Kenya Limited is higher than that of the male.

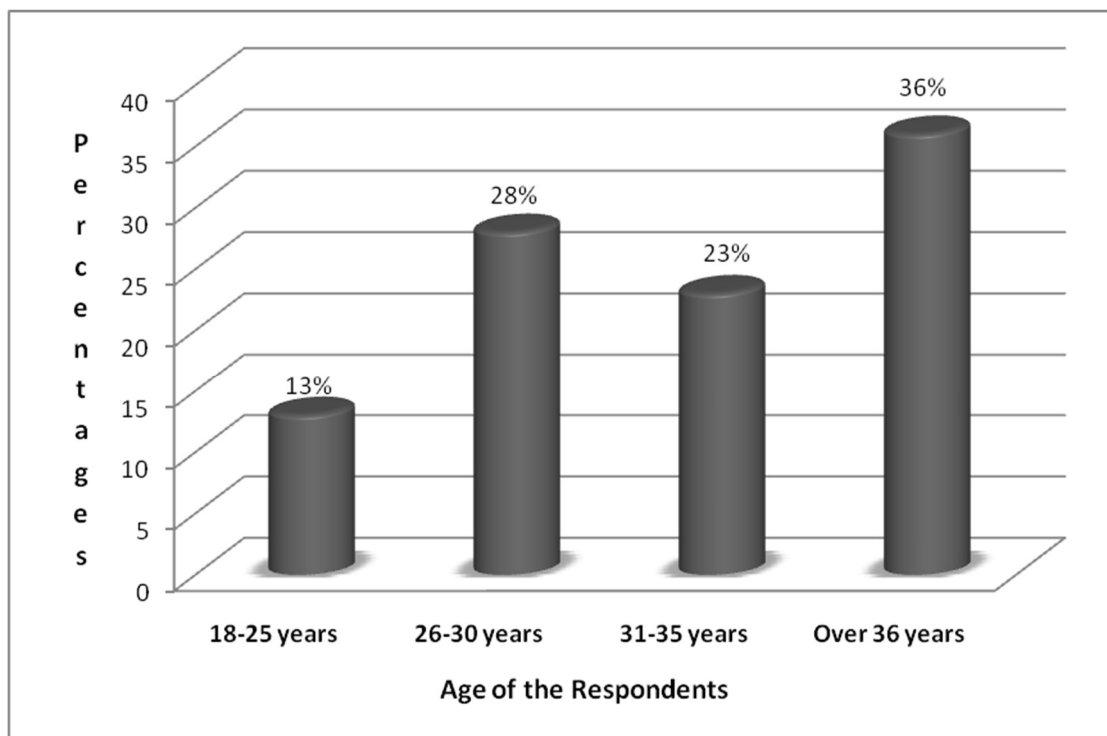
4.2.3 Age of the Respondents

Table 4.3 Age of the Respondents

Category	Frequency	Percentage
18-25 years	8	13
26-30 years	18	28
31-35 years	15	23
Over 36 years	23	36
Total	64	100

Source: Author (2018)

Figure 4.3 Age of the Respondents



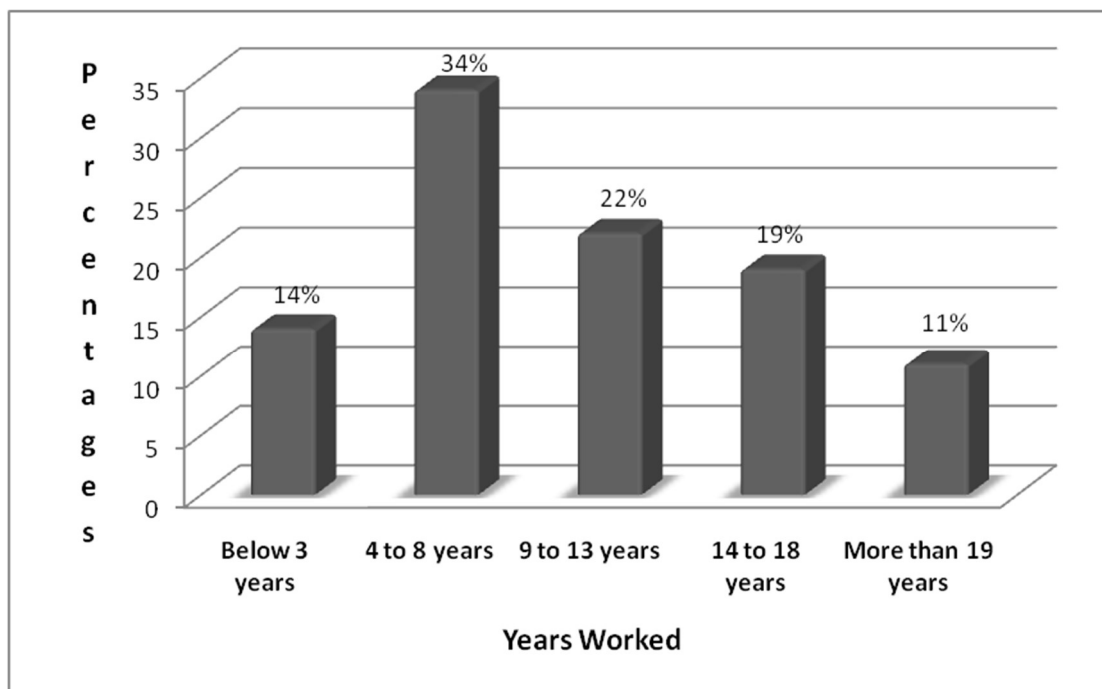
Source: Author (2018)

From table 4.3 and figure 4.3, the respondents of 13% show that they were amid the age of 18 to 25 years of age, 28% is of the age between 26 to 30 years, 23% of the respondents were of the age between 31 to 35 years whereas 36% of the respondents were above 36 years. This shows that many of the respondents are mature, productive and highly efficient.

4.2.4 Analysis of Years Worked Table 4.4 Years Worked

Response	Frequency	Percentage
Below 3 years	9	14
3 to 8 years	22	34
9 to 13 years	14	22
14 to 18 years	12	19
More than 19 years	7	11
Total	64	100

Source: Author (2018) Figure 4.4 Years Worked



Source: Author (2018)

From the table 4.4 and figure 4.4, the respondents of 14% have worked below 3 years at Magana Flowers Kenya Limited. Respondents of 34% have worked from 4 to 8 years in the organization, 22% has worked between 9 to 13 years, another 19% of the respondents had worked for the organization between 14 to 18 years whereas 11% have worked for over nineteen years. Therefore, majority of the respondents at MFKL have a long-term job experience.

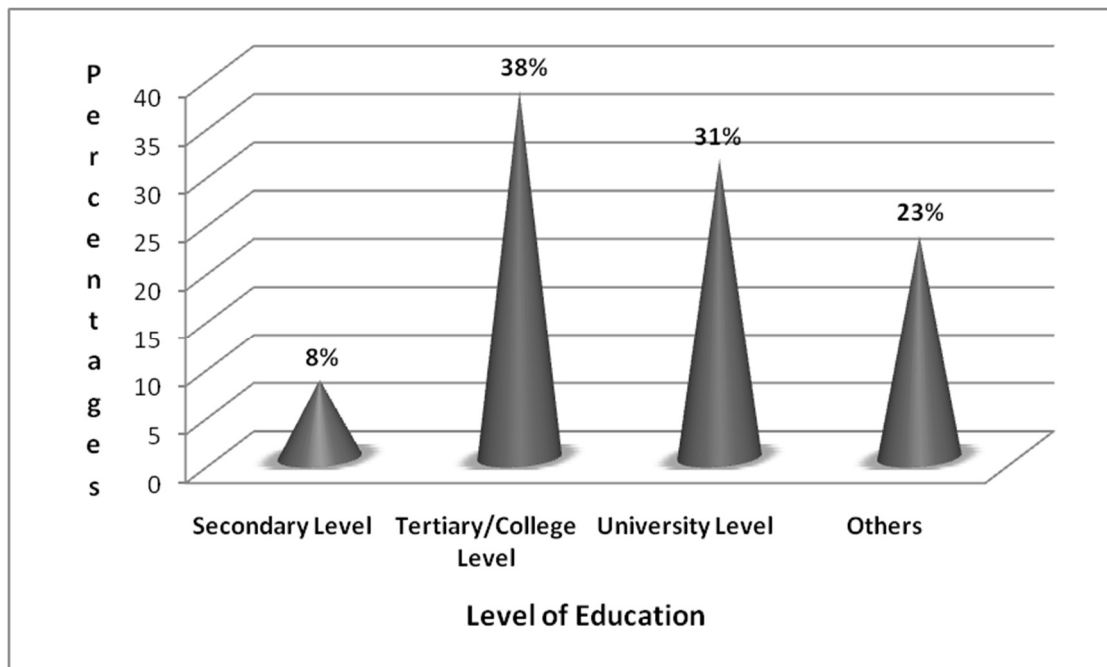
Table 4.2.5 Highest Level of Education

Table 4.5 Highest Level of Education of the Respondents

Category	Frequency	Percentage
Secondary Level	5	8
Tertiary/College Level	24	38
University Level	20	31
Masters	15	23
Total	64	100

Source: Author (2018)

Figure 4.5 Level of Education of the Respondents



Source: Author (2018)

From table 4.5 and figure 4.5 shows the analysis of the number of respondents with secondary level of education was 8%, respondents of 38% had reached tertiary level, whereas 31% of the respondents had acquired university level of education and 23% of the respondents had other qualifications. Therefore, majority of the employees at the MFKL are learned and possess skills to perform their duties effectively and efficiently.

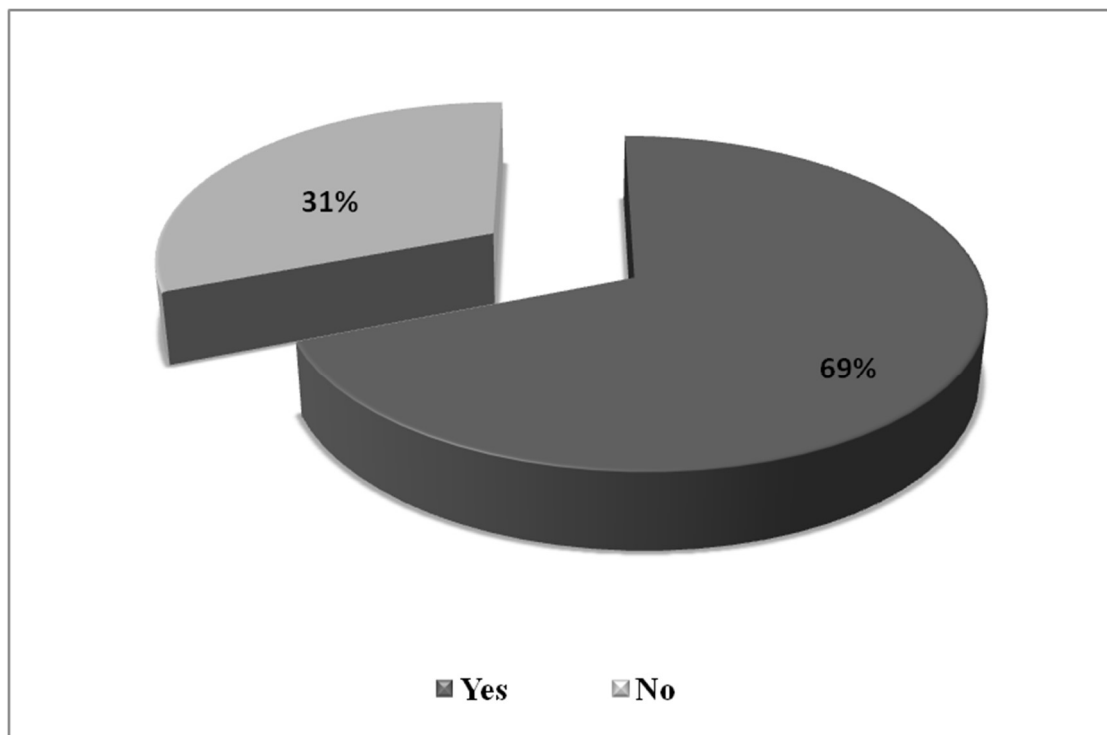
4.2.6 Effects of Appraiser

Table 4.6 Effects of appraiser on employee motivation in horticultural sector in Kenya.

Category	Frequency	Percentage
Yes	44	69
No	20	31
Total	64	100

Source: Author (2018)

Figure 4.6 Effects of appraiser on employee motivation in horticultural sector in Kenya.



Source: Author (2018)

It can be observed that table 4.6 and figure 4.6, 69% of the respondents were of the opinion that the appraiser affects employee motivation in the horticultural sector in Kenya, the remaining 31% felt that the appraiser does not affect the employee motivation in the horticultural sector in Kenya. Thus, based on the high response, this is an indication that the appraiser affects employee motivation in the horticultural sector in Kenya.

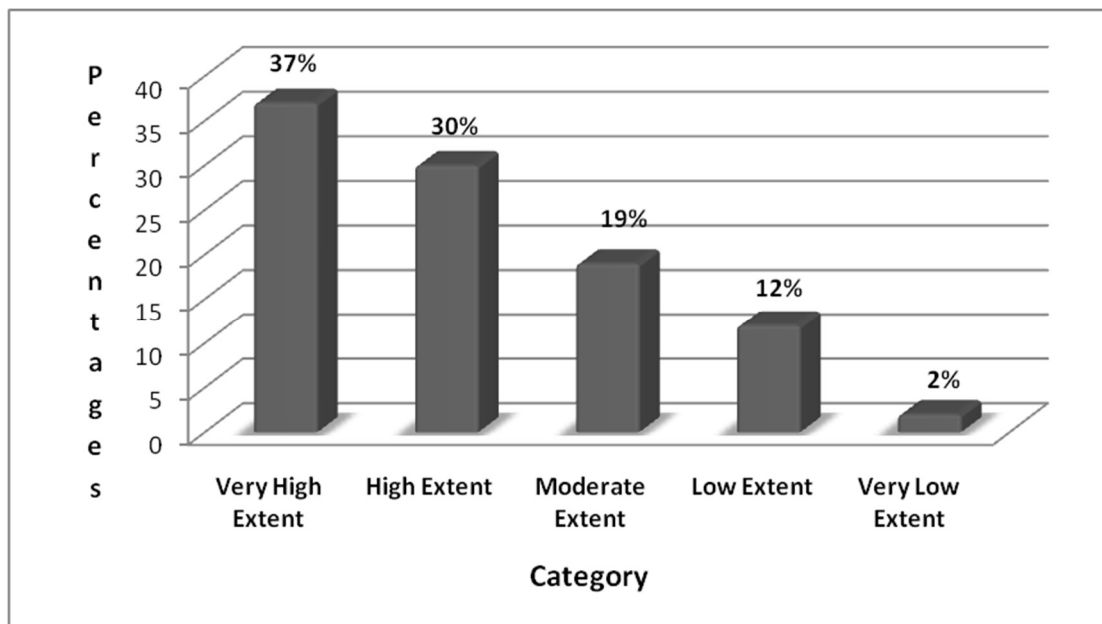
4.2.7 Ratings of Appraiser

Table 4.7 Rating the Effects of appraiser on employee motivation in horticultural sector in Kenya

Response	Frequency	Percentage
Very High Extent	24	37
High Extent	19	30
Moderate Extent	12	19
Low Extent	8	12
Very Low Extent	1	2
Total	64	100

Source: Author (2018)

Figure 4.7 Rating the Effects of appraiser on employee motivation in horticultural sector in Kenya



Source: Author (2018/)

The table 4.7 and figure 4.7 indicates that 37% of the respondents indicated that the appraiser affects employee motivation in the horticultural sector in Kenya at a very high extent, 30% of respondents indicated that it affects at a high extent, the respondents of 19% indicates that it affects at a moderate extent, the respondents of 12% indicates that it affects low extent while 2% indicates that the appraiser affects employee motivation in the horticultural sector in Kenya at a very low extent.

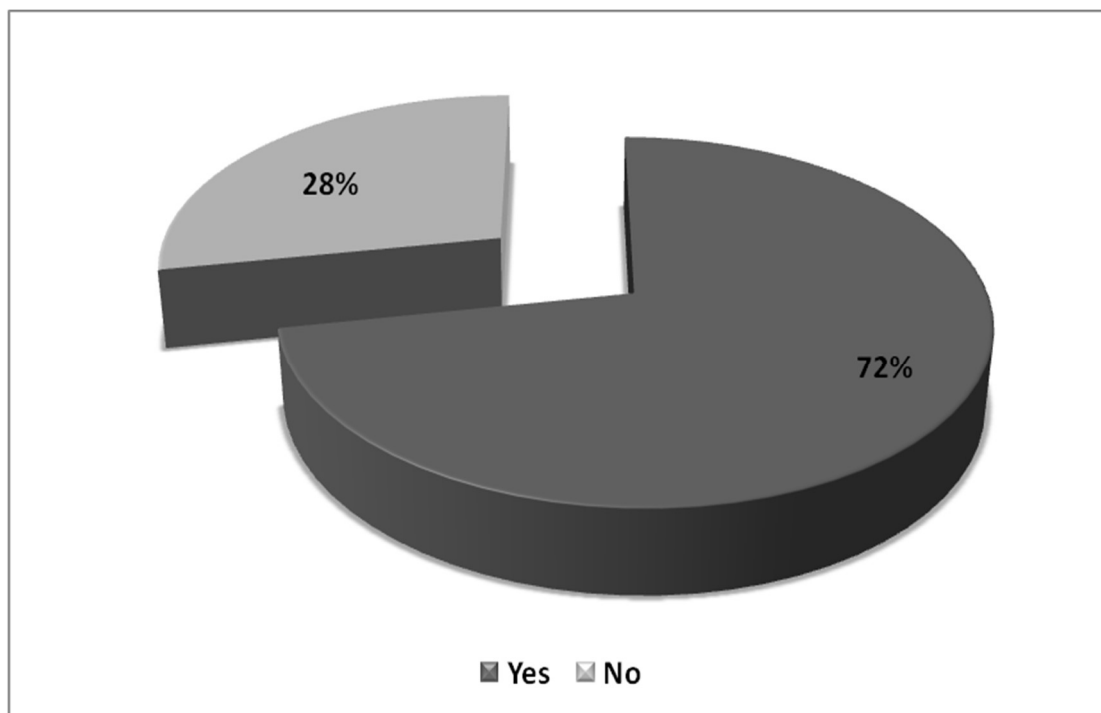
4.2.8 Effects of Performance Appraisal Tool

Table 4.8 Effects of performance appraisal tool on employee motivation in the horticultural sector in Kenya.

Response	Frequency	Percentage
Yes	46	72
No	18	28
Total	64	100

Source: Author (2018)

Figure 4.8 Effects of performance appraisal tool on employee motivation in the horticultural sector in Kenya.



Source: Author (2018)

From the above table 4.8 and figure 4.8, the respondents of 72% indicates that performance appraisal tool is a factor to consider since it affects employee motivation in the horticultural sector in Kenya, while the rest 28% of respondents indicated it does not affect employee motivation in the horticultural sector in Kenya. From the findings most of the respondents indicated that performance appraisal tool affects employee motivation in the horticultural sector in Kenya.

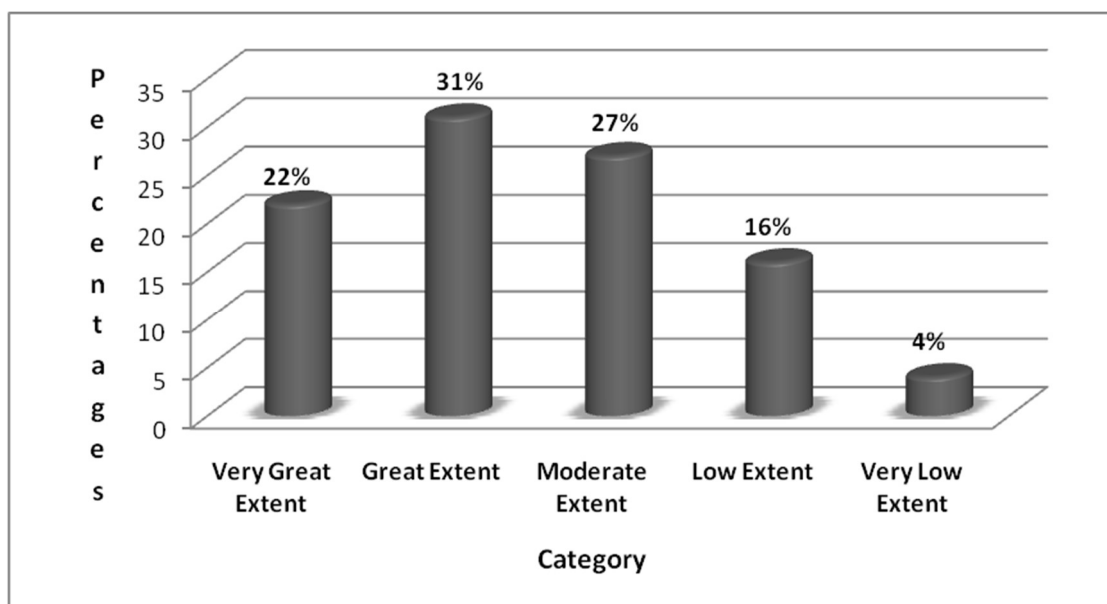
4.2.9 Ratings of Effect of Performance Appraisal Tool

Table 4.9 Ratings of effects of performance appraisal tool on employee motivation in the horticultural sector in Kenya.

Response	Frequency	Percentage
Very Great Extent	14	22
Great Extent	20	31
Moderate Extent	17	27
Low Extent	10	16
Very Low Extent	3	4
Total	64	100

Source: Author (2018)

Figure 4.9 Ratings of effects of performance appraisal tool on employee motivation in the horticultural sector in Kenya.



Source: Author (2018)

Table 4.9 and figure 4.9 indicates that the rating at which performance appraisal tool affects employee motivation in the horticultural sector in Kenya. 22% of the respondents indicates that Performance Appraisal Tool affects at a very great extent, 31% indicates that it affects at a great extent, 27% indicates that it affects at a moderate extent while 16% indicated that it affects at a low extent and 4% indicated that it affected at a very low extent. According to the high percentage of response, performance appraisal tool affects employee motivation in horticulture sector in Kenya.

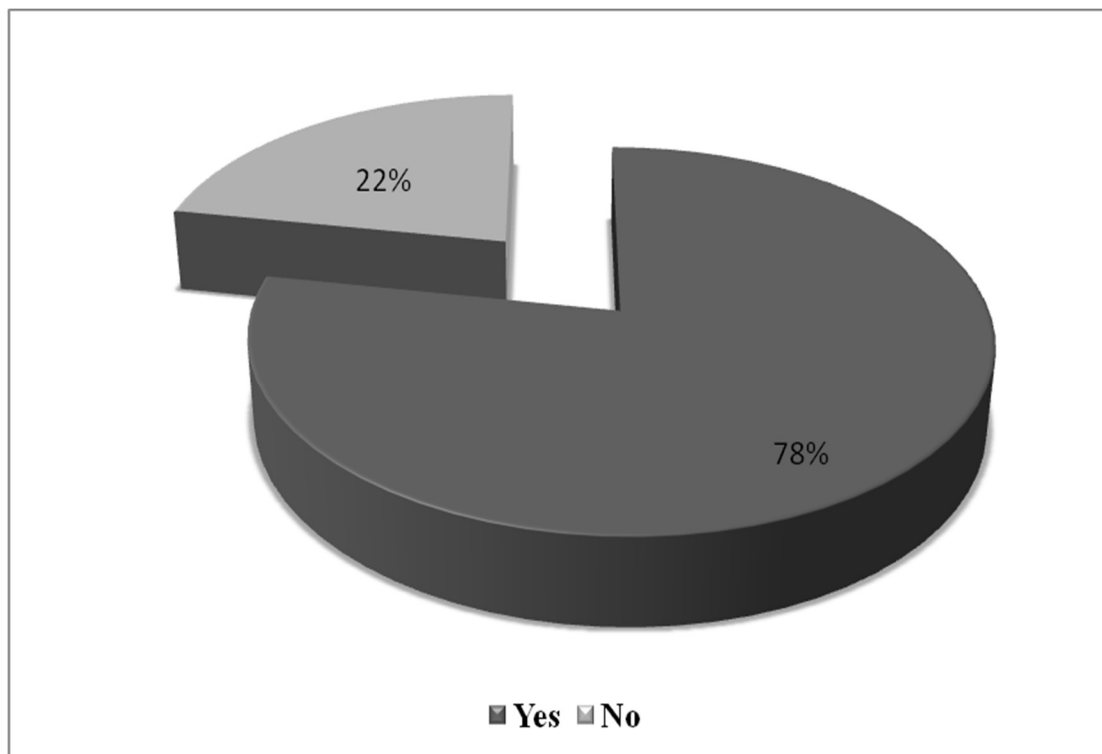
4.2.10 Effects of Communication

Table 4.10 Effects of communication on employee motivation in the horticultural sector in Kenya

Response	Frequency	Percentage
Yes	50	78
No	14	22
Total	64	100

Source: Author (2018)

Figure 4.10 Effects of communication on employee motivation in the horticultural sector in Kenya.



Source: Author (2018)

From the table 4.10 and figure 4.10, respondents of 78% indicated that communication is a factor to consider while the remaining 22% of the respondents indicated that communication does not affect employee motivation in the horticultural sector in Kenya. From the findings the majority of the respondents indicated that communication affect employee motivation in the horticultural sector in Kenya.

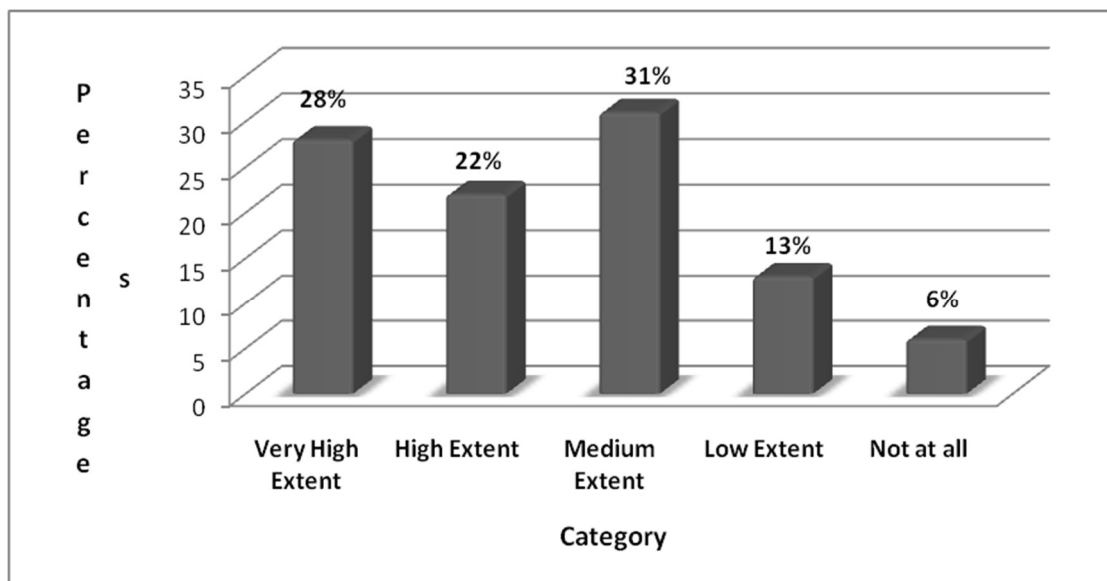
4.2.11 Rating the Effect of Communication

Table 4.11 Rating the Effects of communication on employee motivation in the horticultural sector in Kenya.

Ratings	Frequency	Percentage
Very High Extent	18	28
High Extent	14	22
Medium Extent	20	31
Low Extent	8	13
Not at all	4	6
Total	64	100

Source: Author (2018)

Figure 4.11 Rating the Effects of communication on employee motivation in the horticultural sector in Kenya.



Source: Author (2018)

From table 4.11 and figure 4.11, the respondents of 28% indicated that communication affects employee motivation in the horticultural sector in Kenya at a very high extent, 22% of the respondents indicated that it affects at a high extent, 31% indicated that it affects at a medium extent, 13% of respondent indicated that it affected at a low extent while 8% indicated a no effect. From the highest number of respondents, it indicates that communication affect employee motivation in the horticultural sector in Kenya.

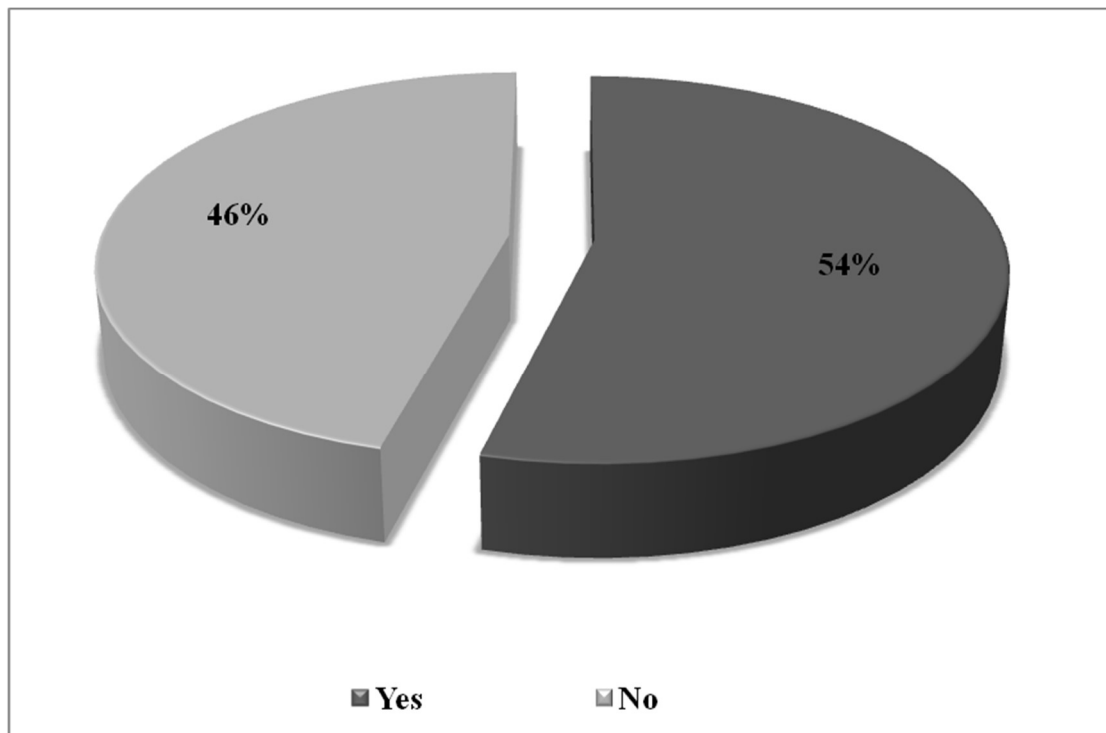
4.2.12 Effects of Reward

Table 4.12 Effects of reward on employee motivation in the horticultural sector in Kenya.

Response	Frequency	Percentage
Yes	34	54
No	30	46
Total	64	100

Source: Author (2018)

Figure 4.12 Effects of reward on employee motivation in the horticultural sector in Kenya.



Source: Author (2018)

From table 4.12 and figure 4.12, the respondents of 54% indicated that reward highly contributes on the employee motivation in the horticultural sector in Kenya while 46% indicated that it does not have any outcome at all. Therefore, majority of the respondents were in the support that reward affects employee motivation in the horticultural sector in Kenya while the small percentage of the respondents showed that it does not affect employee motivation in the horticultural sector in Kenya.

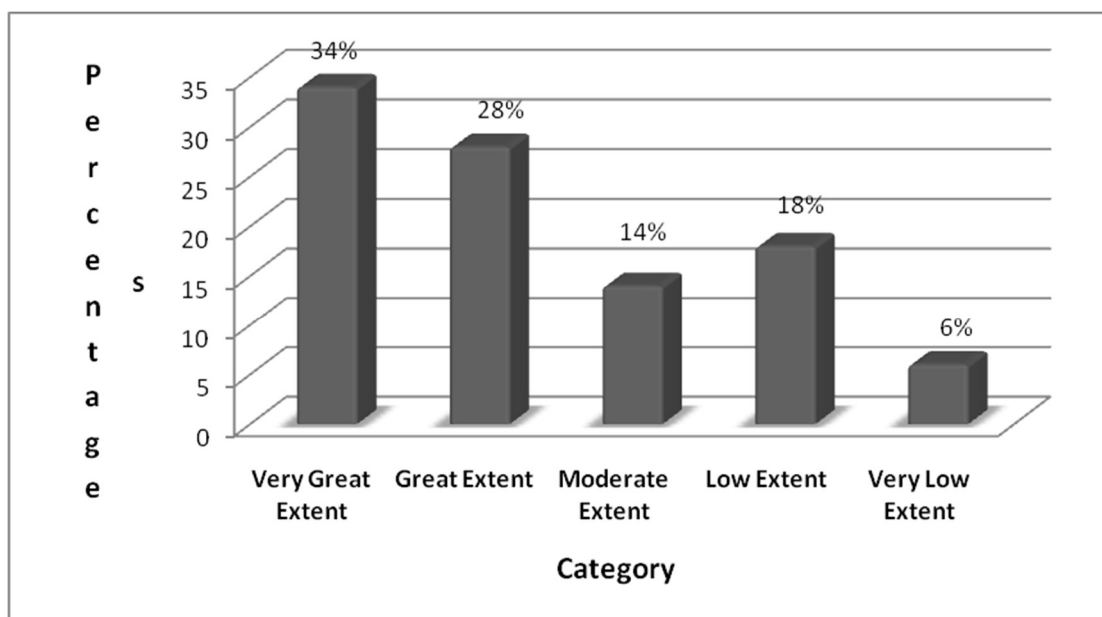
4.2.13 Rating the Effect of Reward

Table 4.13 Rating the Effects of reward on employee motivation in the horticultural sector in Kenya.

Response	Frequency	Percentage
Very Great Extent	21	34
Great Extent	18	28
Moderate Extent	9	14
Low Extent	12	18
Very Low Extent	4	6
Total	64	100

Source: Author (2018)

Figure 4.13 Rating the Effects of reward on employee motivation in the horticultural sector in Kenya.



Source: Author (2018)

From table 4.13 and figure 4.13 shows the analysis of the extent of effect of reward on employee motivation in the horticultural sector in Kenya. Respondents of 34% indicated that it affects at a very great extent, great extent represented 28% of the respondents, 14% indicates that it affects at a moderate extent, while 18% indicated that reward affects at a lower extent and 6% indicated that it affects employee motivation in the horticultural sector in Kenya at a very low extent.

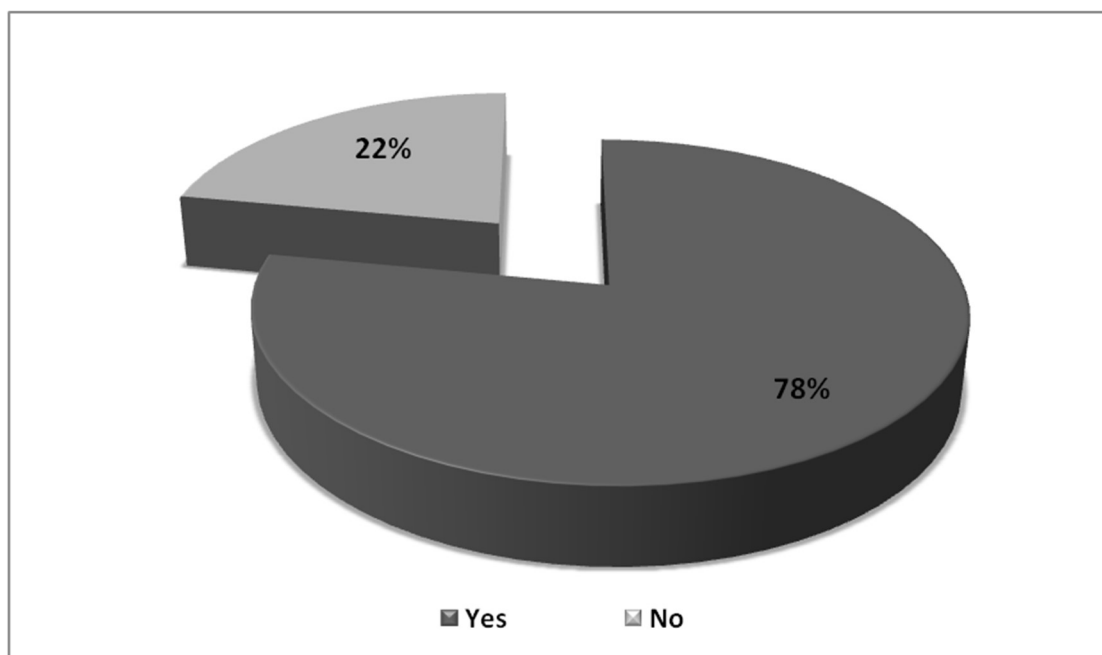
4.2.14 Effects of Performance Appraisal Process

Table 4.14 Effects of performance appraisal process on employee motivation in the Horticultural Sector in Kenya.

Response	Frequency	Percentage
Yes	50	78
No	14	22
Total	64	100

Source: Author (2018)

Figure 4.14 Effects of performance appraisal process on employee motivation in the Horticultural Sector in Kenya.



Source: Author (2018)

From the table 4.14 and figure 4.14, respondents of 78% indicated that performance appraisal process is a factor to consider in employee motivation while the remaining 22% of respondents indicated that performance appraisal process do not affect employee motivation in the horticultural sector in Kenya. From the findings most of the respondents indicated that performance appraisal process affects employee motivation in the horticultural sector in Kenya.

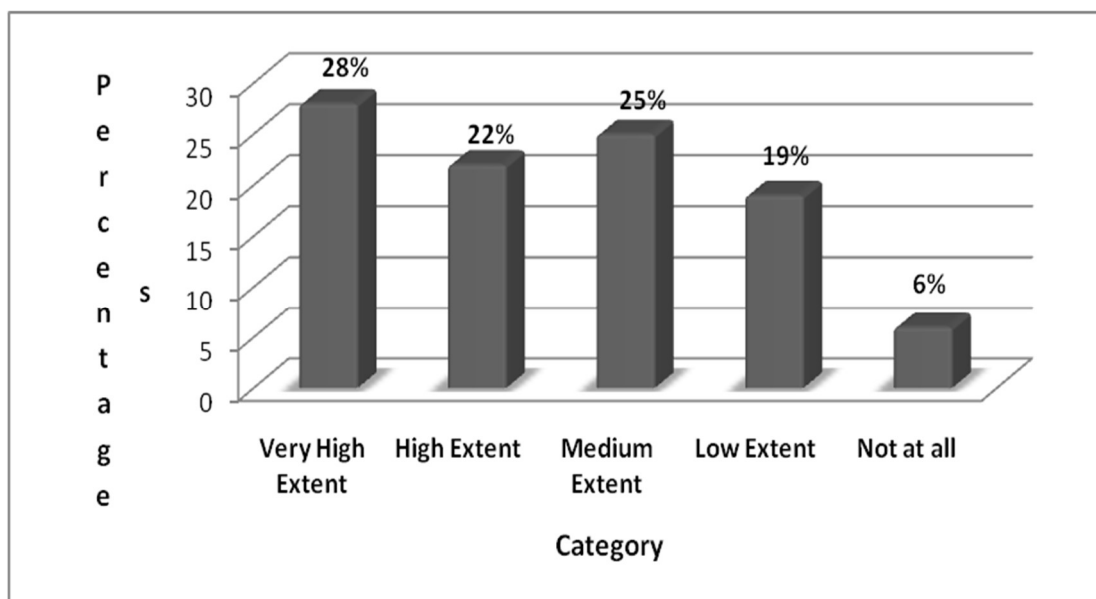
4.2.15 Rating of Performance Appraisal Process

Table 4.15 Rating of performance appraisal process on employee motivation in the horticultural sector in Kenya.

Ratings	Frequency	Percentage
Very High Extent	18	28
High Extent	14	22
Medium Extent	16	25
Low Extent	12	19
Not at all	4	6
Total	64	100

Source: Author (2018)

Figure 4.15 Rating of Rating of performance appraisal process on employee motivation in the horticultural sector in Kenya.



Source: Author (2018).

From table 4.15 and figure 4.15 above, the respondents of 28% indicated ethical practices affects implementation of employee performance appraisal in Kenya at a very high extent, 22% of the respondents indicated that it affects at a high extent, 25% indicated that it affects at a medium extent, 19% of respondent indicated that it affected at a low extent while 6% indicated a no extent effect on employee motivation.

4.3 Chapter Summary

4.3.1 General Information

From the analysis of research, it was clear that 79% of the respondents while 21% did not respond. Fifty nine percent of those who responded were men while the remaining 46% were women. The respondents age brackets were represented by 13% of the respondents who were between 18 to 25 years, 28% were between 26 to 30 years, and 23% were between the age of 31 to 35 years and there was 36% response from the category were above 36 years of age. On years that the respondents have been with the organization, the respondents of 14% had worked for less than 3 years in the organization, 34% of the respondents worked for a period between 3-8 years, and 22% of the respondents worked for a period of between 9-13 years, 19% of the respondents indicated that they had worked for a period between 14-18 years and 11% of the respondents had worked in the organization for 19 years and above. On education level 8% of the respondents were secondary level leavers, tertiary level was represented by 38%, and those of university level was represented by 31% and 23% represented the other qualifications.

4.3.2 Appraiser

According to the findings 69% of the respondents indicated that the appraiser affects employee motivation while the respondents of 31% indicated that the appraiser does not affect employee motivation in the horticultural sector in Kenya. The findings indicate clearly employee performance appraisal has faced a number of challenges including poor managerial skills, and poor interpersonal skills of the appraiser leading to failing of the process.

4.3.3 Performance Appraisal Tool

The finding of the study well indicates that 72% of the respondents indicated that the performance appraisal tool does not affects employee motivation while 28% indicated that it does affect the employee motivation in the horticultural sector in Kenya. The findings clearly show that performance appraisal tool is not core during performance appraisals, so long as the tool is there it does not affect employee motivation.

4.3.4 Communication

Majority of the respondents indicated that communication affect implementation of employee motivation in horticultural sector in Kenya. This represents 78% of the respondents supported that communication have impact on employee motivation in horticultural sector in Kenya at a very high rate, 22% indicated that communication has very low rate on the effect to employee motivation in horticultural sector in Kenya.

4.3.5 Reward

According to the findings of the study, 54% of the respondents indicated that reward affects employee motivation in horticultural sector in Kenya while 46% indicated that it does not affect employee motivation in horticultural sector in Kenya. The findings clearly show that reward an important component in employee motivation in horticultural sector in Kenya, but also other factors should be investigated.

4.3.6 Performance Appraisal Process

The respondents of 78% supported performance appraisal process affects employee motivation in horticultural sector in Kenya, while 22% of the respondents indicated that performance appraisal process does not affect employee motivation in the horticultural sector in Kenya. It is therefore clear that a good performance appraisal process must be in place at it greatly affects employee motivation.

CHAPTER FIVE

SUMMARY OF RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter presented the summary of findings, discussion and conclusions drawn from the findings and recommendation made. This conclusions and recommendation drawn emphasized on the purpose of the study which was to find out the effects of performance appraisal on employee motivation in the horticultural sector in Kenya in which Magana Flowers Kenya Limited was used for the case study. Recommendations are made for the management, academicians, business community, government and other stakeholders.

5.1 Summary of Findings

5.1.1 How does the appraiser affect the employee motivation at MFKL?

From the study 37% of the respondents concurred that the appraiser affects employee motivation at MFKL at a very large extent, 30% agreed it does at a large extent, 19% agreed it does at a moderate extent and 12% agreed that it does at a small extent while 2% indicated very low extent. The appraiser is very core and pertinent as he or she determines if the entire process will fail or succeed, based on the above findings all the respondents agreed that the appraiser affects employee motivation at MFKL the appraiser is the pillar upon which the entire performance appraisal system of organization rests that he or she adversely affects employee motivation. Appraisers may intentionally or unintentionally appraise the appraise using different criteria which can elevate or devalue individual scores in an unethical manner. Appraisers may also fail to take their personal feelings into account when issuing performance judgment, which can bias their assessment and take the focus away from the professional elements of an appraisal and skew the results on that note at which the researcher agrees with the respondents.

5.1.2 How does the performance appraisal tool affect employee motivation at MFKL?

As per the study 22% agreed that the performance appraisal tool affects employee motivation very highly extent, 31% agreed it did affect highly extent, 31% agreed it did affect moderately, 27% at low extent and 4% indicated it did affect very low. From the research Performance appraisal tool was a limitation employee motivation since there was no formal tool as it made it easy to conduct appraisals via a standard formal tool.

5.1.3 To what extent does communication between the appraisee and appraiser affect employee motivation at MFKL?

Based on the response on communication 28% agreed that communication affects employee motivation at MFKL very high extent, 22% agreed it did on high extent, 31% agreed it did on moderate, and 13% agreed it did on small while 6% indicated that it doesn't affect at all findings majority of the respondent cited not very clear communication lines. Majority of the communication was written and emails which limited prompt responses and opinions since most of the employees had no access to computers and emails.

5.1.4 How does reward affect employee motivation in MFKL?

The response of training of affecting implementation of employee performance appraisal at valentine growers 34% response was it very great extent affects, 28% great extent, 14% moderate extent and 18% low while 6% at very low extent. From the research findings there was a reward and recognition system in place, but it had not been owned up and embraced by the greater majority as it was felt it was not fair, transparent and justified this it favored some targeted employee's.

5.1.5 What is the effect of performance appraisal process on employee motivation at MFKL?

Based on the findings Reward was one of the factors affecting employee motivation at

MFKL, 34% agreed that it did very highly extent, 28% agreed that it high extent affected, 14 at medium extent ,18% at low extent and 6% disagreed that it did at all. From the research findings it was established that the appraisal was conducted in a very subjective and not objective manner where appraisers used the process in a manner perceived by the appraisees as intimidation, even scores and instill discipline thus resulted for the scores to be objected and appealed against at most times. The appraisal process was not fair and objective.

5.2 Recommendations

5.2.1 Appraiser

The appraiser must adjust their Management styles according to the circumstances that they are presented with. Participative (democratic) style is highly recommended for the effective implementation of the employee performance appraisal as the style has the primary objective of building loyalty and ownership and consensus among employees which is highly required in employee performance appraisal. It involves everyone, it encourages employee input in decision-making which will benefit employees by them gaining a wider view of the organization and motivates by rewarding team effort, which will be effective since it is evident by the findings that most of the employees are well educated with the necessary experience majority having worked with the company for more than five (5) years. Participative management style will inculcate a sense of pride and inspires employees to increase productivity to achieve their goals which are one of the most important objectives of implementing employee performance appraisal. The appraiser should be focused, objective and fair during the entire process and should also listen to the appraisee.

5.2.2 Performance appraisal tool

The performance appraisal tool should be simple to understand and use. The tool should be flexible enough to allow changes and future improvements. There should be one formal performance appraisal tool in use for standardization and uniformity.

5.2.3 Communication

From the findings it is evident communication forms part of the backbone of the organization. It is important that communication between the appraiser and appraisee before commencement of the employee performance appraisal be given priority to enable them to be prepared for effective exercise of progressive improvement in employee performance. The organization should come up with calendar of events of the employee performance appraisal annual schedule so that all parties are made aware in advance of the programme for preparation and planning and availing themselves. Communication channel should be relevant and appropriate for all cadres of employees considering those who can access emails and those who cannot.

5.2.4 Reward

There should be a budget to support the reward system which should be integrated with the performance appraisal process. One of the main outcomes of a performance appraisal process is reward. This should be seriously factored in. The process of rewarding should be transparent, fair and objective and well sustainable for continuity.

5.2.5 Performance appraisal process

The performance appraisal process should be undoubtedly put in writing and communicated to all parties. All should be trained on the process and awareness created. This will enable all the parties to be aware of the performance appraisal process, their duties and responsibilities, their mandates and code of conduct.

5.3 Conclusions

From the study 37% of the respondents concurred that the appraiser affects employee motivation in MFKL at a very large extent, 30% agreed it does at a large extent, 19% agreed it does at a moderate extent, 12% at small extent while 2% agreed that it does at a small

extent. Appraiser is very pertinent as he or she determines if the entire process will fail or succeed, based on the above findings all the respondents agreed that the appraiser affects the employee motivation at MFKL as categorized above at which the researcher agrees with the respondent. The appraiser leads the process with regards to objectivity and fairness.

As per the study 22% agreed that the performance appraisal tool affects employee motivation very great extent, 31% agreed it did affect at a great extent, 27% agreed it did effect on a moderate extent ,16% agreed it did affect at low extent and 4% felt it did affect very low extent. It is evident that performance appraisal tool plays a key role in employee motivation. Based on the findings the researcher hereby does not agrees that performance appraisal tool affects employee motivation at MFKL.

Based on the response on communication 28% agreed that communication affects employee motivation at a very high extent, 22% agreed it did on high extent, 31% agreed it did on moderate extent 13% agreed it did on low extent and 6% agreed it did not affect at all. Communication is vital and backbone for the effectively management of the employee performance appraisal system it reduces confusion; enables both prepare in advance and ensures provision of feedback for constructive improvement. Based on the above I agree that communication affects employee motivation to some extent at MFKL.

The response of reward affecting employee motivation at MFKL, 34% response was it very great extent, 28% great extent, 14% moderate extent 18%, low extent and 6% very low extent. Reward is the core outcome of performance appraisal system and process. Based on the findings the researcher agrees with the respondents that reward affects employee motivation at MFKL.

Based on the findings of performance appraisal process affects employee motivation at MFKL. 28% agreed that it did very highly extent, 22% agreed that it high extent affected, 25% agreed that it moderately affected 19% agreed that it did very highly extent and 6%

agreed that it did on a low extent. Employee performance appraisals are by nature somewhat subjective, this leaves employees performance appraisal open to potential ethical complications, the researcher agrees with the respondents that performance appraisal process affects employee motivation at MFKL.

5.5 Suggestions for Further Study

The researcher felt that there is need to carry out further research founded on the results of the study. So, more study should be carried out on effects of not conducting performance appraisal regularly in horticultural sector in Kenya. Findings should be availed by the management and also give support to such programs. Other relevant researchers should focus on organization structure, organization policy and organization culture.

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APPENDICES

Appendix 1: Introductory Letter- CEO

Darlin Muia
Management University of Africa P.O. Box
14452-00800
Nairobi-- Kenya

The Chief Executive Officer,
Magana Flowers Kenya Limited
P. O Box 14452-00800
Kikuyu

Dear Sir,

RE: REQUEST TO CARRY OUT RESEARCH AT MFK

This is to kindly inform you that I am a student at the Management University of Africa, Pursuing a bachelor's degree of Management and Leadership- HR Option. It is a requisite that a student carries out research project in the final year of the course as partial fulfilment of the award of the degree.

It is for this reason therefore that I humbly request your approval for me to conduct research on effects of performance appraisal on employee motivation in the Horticultural sector in Kenya: A case study of Magana Flowers Kenya Limited, Kikuyu.

The answers provided in this questionnaire will only be used for this study which is basically academic.

I sincerely request you to respond to the questions. All the information gathered will be handled responsibly and in a confidential manner.

Kind Regards

DARLIN MUIA

ODL-BML /8/00343/1/2016

Appendix II: Introductory Letter- Respondents

DARLIN NDUKU MUIA

Management University of Africa

P.O. Box Nairobi- Kenya

Dear respondents,

RE: REQUEST TO COMPLETE RESEARCH QUESTIONNAIRE

This is to kindly inform you that I am a student at the Management University of Africa, Pursuing a bachelor's degree of Management and Leadership- HR Option. It is a requisite that a student carries out research project in the final year of the course as a partial fulfilment of the award of the degree. It is for this reason therefore that I humbly request you to assist me by filling in the questionnaire issued to you and or avail yourself for face to face interview.

The answers provided in this questionnaire will only be used for this study which is basically academic.

I sincerely request you to respond to the questions. All the information gathered will be handled responsibly and in a confidential manner.

Kind Regards

DARLIN MUIA

ODL-BML /8/00343/1/2016

Appendix III: Questionnaire

For each of the question below, please tick in the space provided for the answers that describes your opinion

SECTION A: GENERAL INFORMATION

1. Gender

Male ☐

Female ☐

2. Department

a) Senior management ☐

b) Middle management ☐

c) Support staff ☐

3. Number of years of service.

Less than 5 years ☐

5 – 8 years ☐

9– 13 years ☐

14– 18 years ☐

Above 18 years ☐

4. Highest level of education

a) Primary ☐

b) Secondary ☐

c) College ☐

d) University ☐

5. Age of the respondents

18-25years

26-30years

31-35 years

Above 36years

SECTION B: NATURE OF CURRENT PERFORMANCE APPRAISAL PROCESS

6. Does your organization operate a formal employee Performance appraisal system?

a)

b)

SECTION C: APPRAISER

7. Does the appraiser affect motivation during performance appraisal?

a)

b)

Explain:.....

.....

8. To what extent does the appraiser affect motivation during performance appraisal process?

a) Very large extent

b) Large extent

c) Low extent

d) Very low extent

SECTION D: PERFORMANCE APPRAISAL TOOL

8. Please indicate which tool the organization uses during performance appraisal?

- (i) Rating Scale
- (ii) Self-Assessment
- (iii) Ranking Method
- (iv) Forced Distribution
- (v) Conventional Evaluation
- (vi) There is no performance appraisal
- (vii) Any other please specify.....
- (viii) Which tool do you prefer and appreciate.....?

State reasons.....

9. Does the tool affect your motivation during performance appraisal?

- a)
- b)

Explain:.....

.....

10. To what extent does available tool affect your motivation?

- a) Very high
- b) High
- c) Moderate
- d) Low

Explain:.....

.....

.....

SECTION E: COMMUNICATION

12. What type communication channel Motivates you

- a) Face to face
- b) Email
- c) Letter
- d) Explain:.....
.....

13. To what extent does communication between appraiser and appraisee affects your motivation.

- a) Very high extent
- b) Moderate extent
- c) High extent
- d) Low extent
- e) None at all

Explain:.....
.....

14. Which communication process motivates you: -

- a) Word of mouth direct
- b) Word of mouth in direct
- c) Written
- d) Presentation
- e) Others (Please specify)

Explain
.....

SECTION F: REWARD

15. Does reward affect your motivation?

- a) Yes ☐
- b) No ☐

Explain:.....

.....

.....

16. To what extent does reward affect your motivation?

- a) Very high ☐
- b) High ☐
- c) Moderate ☐
- d) Low ☐

17. What type of reward would you appreciate more

- a) Salary Increase
- b) Bonus
- c) Training
- d) Job enrichment
- e) Job Enlargement
- f) Other (Please specify)

Explain:.....

.....

SECTION F: PERFORMANCE APPRAISAL PROCESS

17. Does the current performance appraisal process affect employee motivation?

a) ☐ Yes

c) ☐ No

Explain:.....

.....

18. To what extent does performance appraisal process affect employee motivation?

a) Very high ☐

b) High ☐

c) Moderate ☐

d) Low ☐

Explain:.....

.....

Thank You for your Co-operation

Appendix IV: Interview Question Guide

INTERVIEW GUIDE FOR THE TOP LEVEL MANAGEMENT

1. Is there Performance appraisal system in MFKL?
2. How would you rate the performance appraisal system in the organization? Below average, average, or above average?
3. What are some of the factors that affect employee motivation in MFKL?
4. Does the appraiser affect employee motivation during the performance appraisal?
5. To what extent does the appraiser affect motivation during performance appraisal process?
6. What performance appraisal tools does the organization use during performance appraisal?
7. Does the performance appraisal tool affect employee motivation?
8. What type of communication channel motivates you?
9. Are there many cases of poor working conditions in the district? What effect has that got on talent management?
10. What effect could communication have on employee motivation?
11. Do you think reward affects employee motivation?
12. To what extent does reward affect employee motivation?
13. What type of reward is most appreciated by employees?
14. Do you have any suggestions on how employees should be motivated?

Appendix V: Wok plan.

Activity	10 th January 2018 to 15 th Feb, 2018	25 th Feb 2018	10 th June 2018 to 8 th July, 2018	10 th to 25 th July, 2018	31 st July, 2018
Questionnaires Design and Testing					
Data Collection					
Analyzing Data and Report writing					
Proposal Submission					
Research Submission					

Source: Author (2018)

Appendix VI: Research Budget

Activity	Costs
Transport	1500
Communication (Airtime)	1000
Typing and Printing	4000
Miscellaneous Expenses	900
Total	7,400

Source: Author (2018)

